

INTRODUCTION

When I started work on this technology a decade ago, I had no idea how powerful it would become for people. I simply wanted to make psychology easy for them to understand, for people just like you to know everything I know about the human mind.

What I found is that through using diagrams, the invisible world of psychology could literally be made visible, and all the ancient wisdom and old wives tales like a “picture being worth a thousand words”, really were true. Instead of people like you or me having to pay thousands or tens of thousands for years of verbal therapy, it became obvious to me that the time it takes for you to understand all your problems of business, career, relationships and personal life could be drastically shortened through my diagrams.

Since a business can be defined legally as a “person”, all of the components of the Mind Operating System and its diagrams apply to the function of an overall business as well as to an individual person. What’s more is that those diagrams actually form my patented system of solving ANY social, business, personal or psychological dilemma or problem, through an easy method of analyzing it in common laymen’s language.

You see, if you really want to master business, you will first have to master yourself, and then learn how to guide others to mastery of their psychology. A business is composed of individuals, and individuals are composed of psychology. If you don’t master the simple elements of psychology, you will find yourself caught in a hurricane of business culture, psychological economics, and politics. But if you are a non-corporate individual, you will need to learn all that follows too; for your life has a business of its own to attend to, and your name is the brand.

This is a new technology never seen before, and I want to share it with you at a fraction of the cost of therapy, expert consultation, or all the other “products” out there—from good science to infomercial gimmicks. The mind operating system is synthesized out of ideas formally known as psychodynamic psychotherapy, transactional analysis, self-psychology, object relations, cognitive-behavioral therapy, dialectical behavioral therapy, positive psychology, interpersonal therapy, group therapy, solution-focused therapy, neurolinguistic programming, Jungian therapy, and the Nash Equilibrium, from the tenets of the Game Theory of Economics for starters, among many others.

Mind OS™, the operating system of the human mind, is just as it sounds. It is a foundation on which a set of information from any area of human inquiry can operate, just as software programs run on a computer operating system. However, as you may know, a software program could be wonderfully useful, but is only as practical and useful as the operating system it runs on. Mind OS™ is the next generation of self-help, and it is simultaneously what some have called the “holy grail” of psychology theory. It is the only comprehensive Unification Theory and system, synthesized from all former schools of psychology theory and self-help. As such, it integrates only the best of the best of works you have already read, and makes them work together at a higher level of usefulness to your life. It uses everyday language you know well—words like “stress”, “failure”, and “self-esteem”, and it uses diagrams to economize on your crystal clear understanding. I want to start an epidemic of personal empowerment.

It all begins with a metaphor—a child’s tale updated for today’s problems. One that gives you a beginning guide to solving each and every problem you could possibly face in life—The Tortoise and Hare Quit the Rat Race.

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CHAPTER ONE: The Tortoise and Hare Quit the Rat Race

"What a dull, slow, heavy creature, this Tortoise!" said the Hare.

"Not really dull, but slow and heavy, you are right," said the Rat.

"And you, Rat," said the Hare, "Not so heavy, but just as dull. You are weaker than either of us. Nothing but an average rat. Average weight, and average smarts. A thin, Rat-skin bag of Rat-bones. No hard shell to protect you like the Tortoise has, and no racing muscles as big as mine!"

"Just because the Rat is average," said the Tortoise, "doesn't mean he isn't capable of great things. It is up to him—to decide to do the things that make one great—just like someone as heavy as me."

"I completely disagree," said the Hare.

"We'll see," said the Tortoise, "because I'll run with you both for a wager."

"Done," said the Hare, and then they asked the Fox to be the judge.

The Tortoise, the Hare, and the Rat debated so loudly that a crowd of rats gathered to see what all the fuss was about. Finally, the starting gun fired and the Hare scampered far, far ahead.

The Rat, amazed at the speed with which the Hare hopped, simply stopped a few steps beyond the starting line. "What's the use?" he said. "I can beat the Tortoise, but I would never catch that Hare! I have better things to do, like digging through garbage cans for an easy prize—one I can taste—a nice, leftover piece of meat or bread."

Meanwhile, the Hare laid down midway in the course, and took a nap.

"No worries," the Hare said. "I bet I can catch up with the Tortoise when I please."

But the Tortoise kept jogging until he came near the end of the course.

The Hare awoke too late to see the Tortoise inching toward the finish line. He scuttled as fast as he could but the Tortoise had already won by a scrawny neck's length.

The crowd of Rats were left scratching their heads with their hind paws. Where had the race gone so wrong? Their own brother-Rat had barely left the starting gate, where he remained in silent hesitation. Then again, most Rats never manage to leave the starting gate of life in general.

We begin our understanding of psychology with a new version of this very old fable for a specific reason. I was in residency training in psychiatry and dumbfounded by how difficult the science literature was for ordinary people to understand. Maybe that makes me ordinary, like you. I found myself wasting time trying to translate the real meaning of science research literature, and often turned to self-help books for a little ease in enjoying normal language again. But in all those best-sellers, I started to see that there was a severe lack of real science going on in them. Oftentimes self-help books and business books are just some guy's personal opinion, with anecdotes from life that aren't repeatable in the real world. They certainly didn't help ME much.

Soon, I realized that it would be a good thing to try to bring the world of self-help and the science of psychology together in a way that is both easy to learn, and inspiring, as well as scientifically repeatable in the real world lives of readers. I envisioned a book you could buy or seminar you could see, that you would never have to buy a sequel to, and when put down, would continue to work in your life rather than fading into memory.

I thought of stories and metaphors that explain the human condition, and I chanced upon that old Tortoise and Hare fable.

I realized when I thought about the old tale, it did not represent all people I know as either being a Tortoise or a Hare in life. In fact, MOST people I knew at that time of my life were like NEITHER. I thought some more on this and realized that there was a missing animal from the fable—a Rat! An animal who is as passive as all the people I knew, including myself. An animal who is too passive to even JOIN a race to a better life—just like those of us so caught up in just making a living we get all caught up in that “rat race” people talk about, running around on a wheel and getting nowhere.

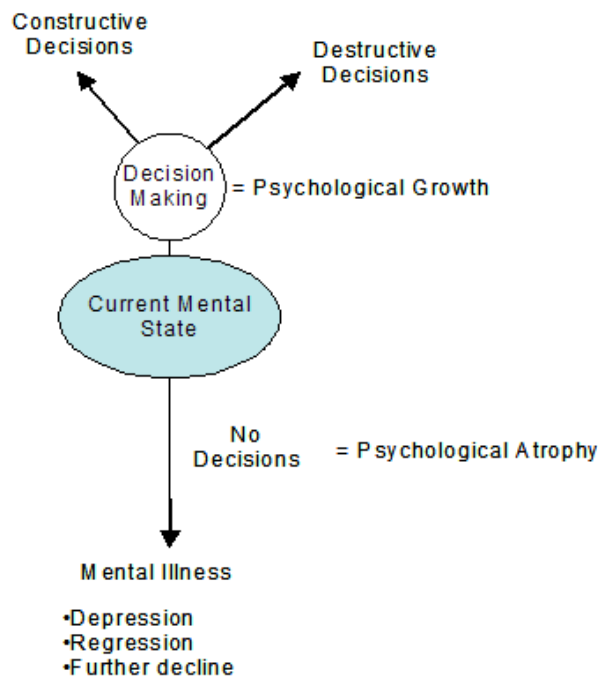
Soon, I found a correlation between these three animals that also made scientific sense. We were learning about personal boundaries in class, and it occurred to me that the Tortoise in the fable has a great personal boundary—tough against threats: what they call being “thick-skinned”, and yet with places to pop his head and feet out when there is something good for him to eat or explore. And both the Rat and Hare are “thin-skinned” by comparison—easily overcome by the elements of nature during the race. But the most profound thing of all about that fable was that both the Tortoise and Hare at least TRIED to race. So there needed to be a Rat who didn’t even do that. Then all people could be represented by the fable—we all are either a Hare, a Tortoise, or a Rat at any point in life.

Of all the depressed patients I'd seen, I noticed that most of them tend to get lower and lower in energy, until they don't even try anymore, just like the Rat in my new fable. It often took a medicine to give them a boost enough to get going again with normal energy. However, I've seen just as many people ON antidepressant medicine who are still not happy and thriving in life. Oftentimes these people are on meds alone and not doing therapy. It then occurred to me that meds alone are not enough to help most depressed people to go from not just suffering to surviving, but from suffering to THRIVING.

I started to apply these ideas in my own life, and realized that the first key to solving any problem, is to be active rather than passive. To "quit the rat race". Both the Tortoise and the Hare would have the advantage over the Rat in this department.

Yet the Hare has a difficult flaw too. He is so *impulsive*. As I learned about the nature of anxiety through my studies of behavioral therapy, I realized that impulsiveness and avoidant behavior are both caused by one's level of anxiety, and ruled by an instinct we all have, called the fight-or-flight response. It seemed to me that both the Tortoise and Rat had the advantage over the Hare in subduing this instinct and getting along in life without being crippled by anxiety. So which was better to be? A Hare or a Rat? It turns out they are both equally impaired in life, and only the Tortoise has the high advantage.

Decisions, the “definition of life”: Growth vs. “Regression”



I soon realized in my little fable that what makes the Tortoise, Hare, and Rat uniquely different from each other is where they stand on *decision-making*. The Tortoise in us wants to make *constructive decisions*, the Hare in us tends to make *destructive decisions*, based on impulsivity—not thinking things through before acting. And finally, the Rat in us just doesn’t make decisions at all. He is completely *passive*.

All of this got me thinking about how these three little animals who race each other inside our bodies live their lives. Each has a life of his own. And just what then, is the “definition of life”?

You know, Ernest Hemingway, the famous author had a definition: “Life is a tragedy,” he said. Bummer. And look what happened to him. He offed himself.

Maybe the same is true of singer Kurt Cobain, and Michael Hutchence, and Judy Garland, and Marilyn Monroe. They may have had similar “definitions of life”. And yet you look at Roberto Benigni, the film director of *Life is Beautiful*, and you may notice what a happy guy he was as he trounced over the tables at the Oscars to accept his prize. We all make our own definitions of life. But what one definition could we all share in common?

Biologists have an answer. They say that “life is irritable”. A living thing is defined as an entity that is impacted by the environment’s stress, and then makes a *purposeful* response to that stress”. This implies that a *decision has been made*. Therefore, the only thing that all living things have in common is that they *make decisions*.

Even a tree makes a crude kind of decision in response to the environment—its branches grow toward sunlight, NOT toward shade. A frog makes a decision to hop away from a predator. But rocks do not make decisions. When stressed by the environment, they only sit there. Which struck me. The Rat in our character, in being passive, is a little less than *alive*. Which means that when we humans are passive, we are not fully living. Deep in the indecision of depression and substance abuse, a person will tell you that they feel a “little bit dead, not fully alive”. Now you know why. It is simply because they have stopped making decisions, like the Rat, and instead have started to let the world (or the drug) make decisions FOR them.

Don’t be a Rat. Quit the Rat Race today, by making some decisions. THAT is your best starting point out of a problem. Take action, even if it simply means reading the rest of this book.

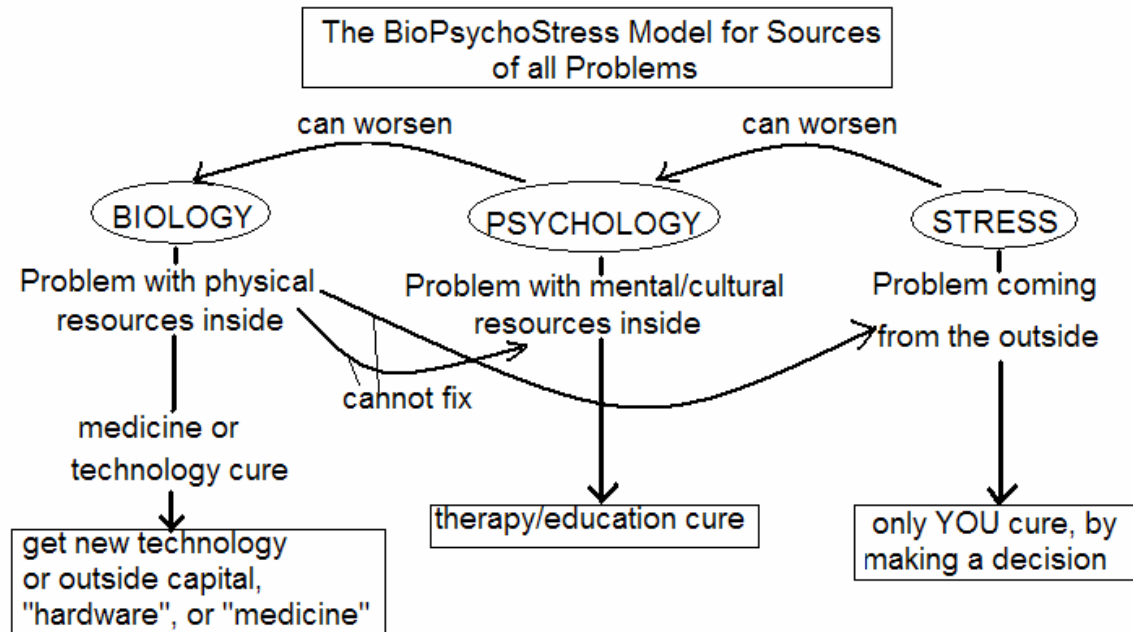
The diagram above explains the importance of decisions in defining one person's life as different from every other. Being *passive* leads to “regression” of the maturity of one's psychology and ultimately to death, by depression, substance abuse etc. And ANY decision causes one to undergo personal growth. “Up” arrow means “growth”, and “Down” arrow means regression to less maturity and ultimately, death. Maturity IS life. So the Tortoise and Hare are growing—at least the Hare has a chance to learn from his mistakes. The Rat is *dying*.

In psychiatry training there is a model used, called the biopsychosocial model. All that means is that the sources of all psychiatric problems come from either our brain's biology, its *style* of emotion, called psychology, and from social reasons like divorce, bankruptcy and the like. I took that third category and simply called it “stress” in my original model. Stress seemed to represent any outside threat coming from the environment, and was an easy word that everyone understands. In fact, in the system you are about to learn, I use the word “stress” to strictly mean “a negative emotional energy coming at you from outside of your personal boundary”.

So you might start to see that if our three animals were racing, both the Hare and Rat would far very easy prey to stress, due to their thick skin, but the Tortoise would be well-equipped against it with his hard shell.

And so in which animal's skin do you spend most of YOUR time? That will give you a clue to decoding your very personal style, challenges and solutions in the pages to come. Let us leave the fable now and begin to learn how to better know ourselves and our problems. Your mind is a business machine, a computer that not only solves problems—it feels and has free will too. Your mind is your only business asset that lasts.

CHAPTER TWO: Causes of Psychology and Business Problems



This diagram explains the intimate connection between biology (brain chemistry), psychology (one's style of using emotion), and stress (which comes from the outside world). As well, it explains the triple role of medicines, psychotherapy, and one's personal decision-making in total healing of a psychological problem.

Remember, Mind OS is an operating system for your mind, so consider your biology to be just like your brain's "hardware", your psychology just like your brain's many "software programs" you have installed over the years, and stress just like the problems or data that get plugged into the computer that is your mind. Only the "user" of a computer can decide what data to put into a computer to deal with.

Stress comes at us from the outside world. It is negative emotional energy in our environment. Its only cure is to *make a decision* about it, which the Rat character in us does not like to do. *Decide* to think about the stress differently, stay in the environment but use a tougher skin against it, like the Tortoise would do with his shell, or else just *decide* to leave and get out of the stressful environment. If you don't decide what to do about stress in your life, staying in it will sooner or later start to hurt your *psychology*.

People who are in stressful environments long enough will start to take on the characteristics of the stress, and become more pessimistic people. It is as if their “software” is being reprogrammed to be more negative and therefore less efficient—more clunky. The only way to fix the problem is to “reprogram” your computer through therapy or education. Of course there are many “software programs” out there to work your mind over—many infomercials and gimmicks, as well as scientifically useful therapy too. But Mind OS is not just a “software” program; it is an “operating system”, that can “run” any other program on itself. A true unification theory of psychology.

So what if you have a clunky operating system installed on yourself—something old, like DOS, or Windows 95? You will need something newer—you need therapy or education as a cure. If you don't change your operating system with these, you may very well find that your pessimism caused by the stress stays around long enough to start to corrupt your “hardware”, your brain's BIOLOGY. Soon you are low on Serotonin, that brain chemical responsible for keeping you out of depression. Now therapy and education aren't powerful enough because you have a corrupted “hard drive”.

When your biology gets impacted by a problem, things are very far along toward impairment or disease. It is very similar to getting a nasty computer virus, and not doing anything about it. If on your system long enough, you may start to see how not only do your software programs not work as well, now your computer hardware starts to fail too. If your computer hardware gets messed up enough by the virus, you may end up having to go buy a whole new computer—software can't fix the problem. This is similar to getting onto a medicine for a psychiatric condition—it changes the very hardware of your brain, replacing it with more functional hardware.

But... if you still have the same bad software on your system, or the same virus, it will continue to affect the brand new hardware you have installed. This is why the concepts of stress, psychology and medicine for psychiatric problems, especially of the mood, are “one-way deals”. Stress can mess with your psychology, and your bad psychology can mess with your brain chemistry or biology, but fixing your brain's biology with medicine does NOTHING to change how your psychology's *style* of operation works. And medicine certainly does nothing to solve the stresses of life. They are still there waiting for you. (In the same vein, alcohol and drugs of abuse don't solve the stresses of life; they just change how you feel).

If I got a big bill in the mail, I might feel *stressed*, or even get *depressed* about it. Now if I took a medicine, such as a tranquilizer, I would *feel* different, and better in mood. I might then stay passive as a Rat and just let the bill slide. After all, I *feel* different about the bill. But next month I will get a double bill, and be twice as stressed. Maybe take TWO tranquilizers, then, ahhhh...feel better about the bill. Does that mean the *stress* has been solved? NO! The only cure for that stress is a *decision* to “pay the bill”.

So you might start to see how the Rat in us can lead us to addiction and denial by keeping us *passive* in our psychology.

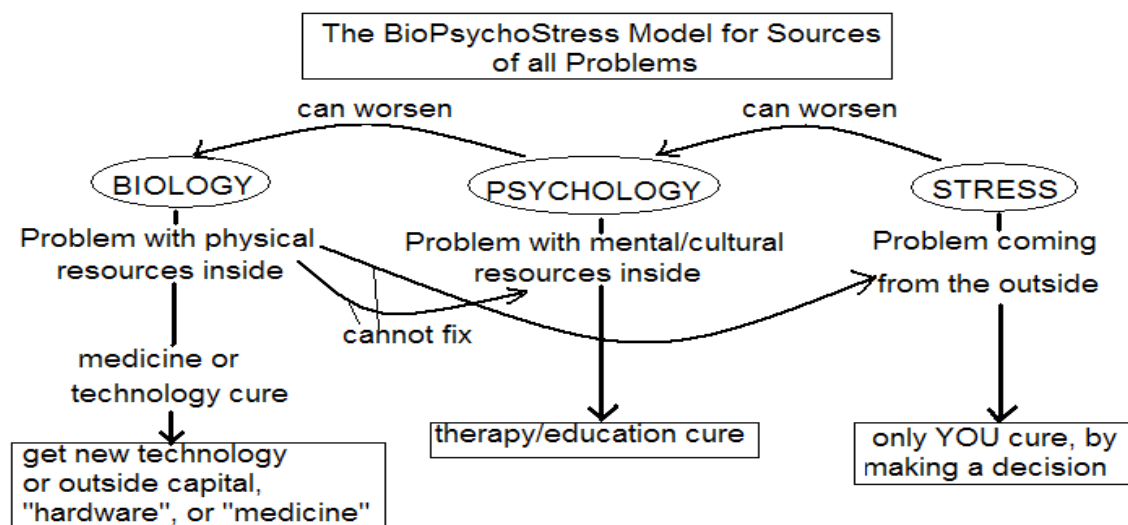
Part of the solution to always staying healthy and solving ANY psychological or social dilemma is to strengthen our psychology against stress in the first place, before it ever gets in.

The same is true for a business, because a business is legally defined as a person, with all the same rights as a person. A business then has physical property and capital inside, and a “culture” of group psychology inside its walls, with all the ideas, and rules, and mission and vision statements, shared values among employees and intellectual property, a company history, and a human spirit that all define an individual’s psychology equally well. Certainly, businesses have outside threats or stresses to face, and an outside market to go out into to try to thrive in. So you see Mind OS equally applies to groups of people or businesses as well as to individuals.

Now that you see the “big picture” of how you operate in the world, let’s start to focus on the details of your inner working parts of psychology.

CHAPTER THREE: The Four Simple Solutions to any Psychology or Business Problem

I have a surprise for you. What we have learned so far is that WE are the ones who define life through the decisions we make. The quality of our lives is none other than the sum total of all the decisions we have ever made. All we ever needed to know is exactly what the *best* options are for using our inner psychology against stress. All we ever needed to know is how to program the software of the computer inside us, to perfectly match the situations that come our way—to solve the problems of life as perfectly as possible. Let's take only the middle part of this diagram, to learn more:



To do this, we would need to know all the intricacies of the psychology in us. The surprise is that there are only *four working parts* to human psychology. Master these, and you master any possible problem that comes your way.

The four simple parts of human psychology—the Four Simple Solutions to any problem—are:

1. The Personal Boundary
2. Emotional Energy—composed of either positive energy called self-esteem or else negative energy, such as anger or anxiety.
3. Intellect—or the “data” in us, such as our beliefs, ideas, values, history, education and experience.
4. Decision-making—which we have already begun to learn about.

The answer to any possible problem of life or business that comes your way exists in you tuning up one or more of these four parts. It’s that simple. You can use these four parts of yourself to solve individual, specific problems, or to look at the course of your whole life and where you want it to go.

Have you ever heard of some of the studies of human “death and dying”? They often describe two kinds of people who face death. One kind of person *fears* death, or is bitter, sullen, or disappointed. Yet another, smaller fraction of people find that on their death beds, they are okay with it all, somehow “satisfied”. This second kind of person has done it all—raised a family, had a successful business, found much love and accomplishment, and freedom in their later years to travel, explore the world, and contribute to the next generation. What is the difference between these two kinds of people?

The ones who are satisfied with their mission in life accomplished, have reached something called *durable fulfillment*.

When I do seminars, I often ask people to sum up everything they really, really want in life. What do you think most people say? They say “happiness”. But have you ever known a “happy” person for whom the happiness was kind of temporary or fleeting, or whose life had not amounted to much, with no contribution to the next generation? I do.

What else do people say they really want? Many say “success”. But have you every known a very successful person who wasn’t very happy? How about all those celebrities whose definitions of life were that it is a tragedy?

There are happy people who aren’t very successful or generative at giving to the next generation, and successful people who aren’t very happy. Still, some folks in my seminars say they want “freedom” above all else, like Patrick Henry saying “give me freedom or give me death”, and they are tired of the Rat Race. They want more free time and more freedom to do all those things they could never do while trapped with “golden handcuffs”, that strange situation where people work ninety hours a week and make a lot of money, but are slaves to their professions.

Well these people too, think freedom is all there is as a reward in life, but have you ever stopped to think how “free” a homeless person is to do what they want. Or a newly-divorced person who has been cheated on and dumped? Free but not happy or successful.

No, human beings want all of these things wrapped up in one package—bliss, AND success, AND freedom. The word I use for the sum of them is *fulfillment*.

Now we all have felt a fleeting moment of fulfillment here or there, and we call those, “peak moments” or “peak experiences”. I have known people whose only peak

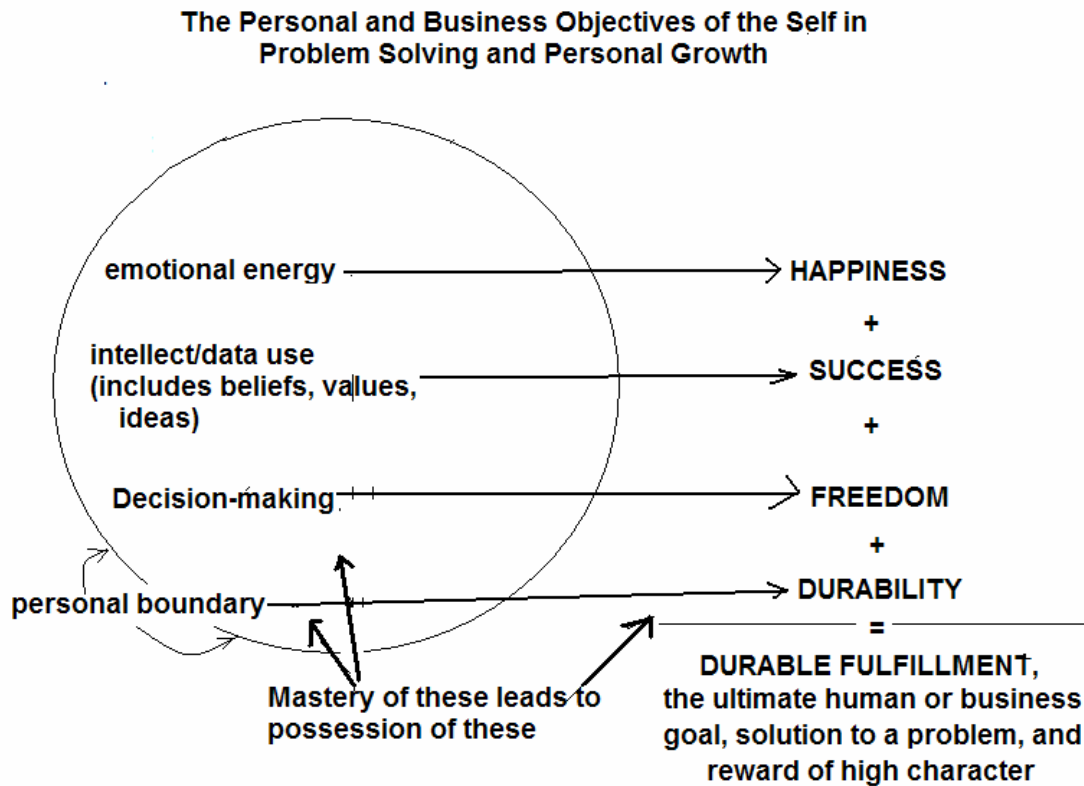
moment of fulfillment in life was winning a single football game in high school, or others whose only peak moment was their wedding day. It was all downhill from there.

But I think what people really, REALLY want in life is fulfillment that LASTS. *Durable Fulfillment*. And guess what? That is exactly what those people satisfied with life on their death beds had found at some point. They had broken through finally to Durable Fulfillment, having lasting bliss, success, and freedom. Their mission in life was accomplished, and Durable Fulfillment was their reward for having developed a durable high character like that of the Tortoise in our original fable.

We need to start seeing the big picture, by using... well... pictures. To SHOW you psychology rather than having it be some vague verbal, invisible thing.

Here is how the four parts of your psychology lead to the parts of the reward in life called Durable

Fulfillment:



You might see how we can start learning to break all the problems of life up into just four parts—one where we are having trouble in our happiness from a problem, lacking success because of the problem, lacking freedom because of the problem, or not being durable or resilient because of the problem. This last part of a problem can also be worded in terms of any vague words left over about the problem.

Things like “weakness”, “overwhelm”, “being stressed”, “out of sorts”, or any other vague term that doesn’t fit into the categories unhappiness, failure or being trapped, are all boundary problems. You might also then see how mastering each of those four parts of your psychology can attack and solve the corresponding part of a problem, and grow your life toward Durable Fulfillment in general.

You see, Durable Fulfillment is the ultimate solution to any problem of life then. But to be able to start analyzing problems, and your life in general, we will need to learn a basic skill, a sort of ability to “be your own coach” at life, so that you don’t need some outside expert or guru to guide you other than yourself. That skill is called Observing Ego, and to learn to master that, we first have to learn about how the *time* in our lives works.

We all have a limited amount of this stuff called TIME. It is the only thing we can’t just magically create more of. We can always find more freedom by quitting the dead-end job or failing marriage, more emotional energy by connecting with new friends, or go get more intellectual ideas by going to school, but *time* is a substance of premium price. You may notice that the Rat in our fable tends to waste a lot of it. I hope that you don’t (that’s part of the purpose of this book—to save you TIME).

What if there was a way to slightly increase the limited amount of *time* we all have in life? There IS just one way, and it provides us with EVERYTHING we need for building, working on, or restarting our life, solving each and every problem that comes our way. The mindset of the *present moment* is STEP ONE of solving any problem.

Spending Time: The Uniqueness of the Present

You see, as we will soon learn in more detail, *time* is a kind of “psychological currency” we spend in life. There is a limited amount of it and we need to spend it wisely. Well, as it turns out, there are only three ways that we all spend time—in the Past, the Present, or the Future.

Did you ever take a drive to a familiar location, like work, and after a certain length of time, you noticed that you simply arrived without much thought at all? Without any details of the journey? How did you get there without consciously deciding to turn the wheel this way and that? How were you spending your *time* on that trip?

Well, you were spending it in the Past or the Future—reviewing the past, or daydreaming about the future.

You may notice that the way you got to your destination was “by habit”. You were on *autopilot* for the duration of the trip.

You were not spending your *time* in the *present moment* during the trip, or else you may have noticed the color of the sky, that a new grocery had opened up, or that there was an odd-looking truck following you for nearly the whole route.

Since you now know that we all spend our time in either the Past, Present, or Future, did you notice that it is the one thing that we HAVE to spend continuously? While we can save our energy, or hold off on putting ideas to use, we have no choice about *time*.

So have you thought about time and the nature of our decisions? Can you make a decision IN the Past? No. The past is gone. And can you make a decision IN the Future? No. It is not here yet. You can only make a decision in the *present moment* mindset. If you recall that biologists define a living thing as “an entity that makes autonomous decisions”, then it is only in the present that humans are truly alive. When humans are in a past or future time frame, we are “less alive”.

When we are in the past or future mindset, we are effectively on *autopilot*, which is a state of letting our lives run on *habit*, mindlessly steering us, and often in ways not in our best interest. That is not to say that the concept of using the past and future are not valuable, of course. We NEED them. After all, we need to learn from the history of our past, and plan for and set goals in the future to avert harm and strive for the best we can attain.

However, when we learn from past lessons or plan for future events in a mindful way, we are actually doing so from the *present moment*. That is the only way the past and future can be valuable to us—from the present moment view.

Our intellect, or mind, is what invents the very notion of a past in what is called our Left-brain and a future in what is called our Right-brain. Non-living things like rocks do not have a concept of *time*. The past is what gives us the valuable notion of *probability* of things happening based on the past, and the future is what gives us the notion of *possibility* based on our many present choices. Have you ever “not learned from a past lesson” or heard the quote that “those who don’t learn from history are doomed to repeat it”?

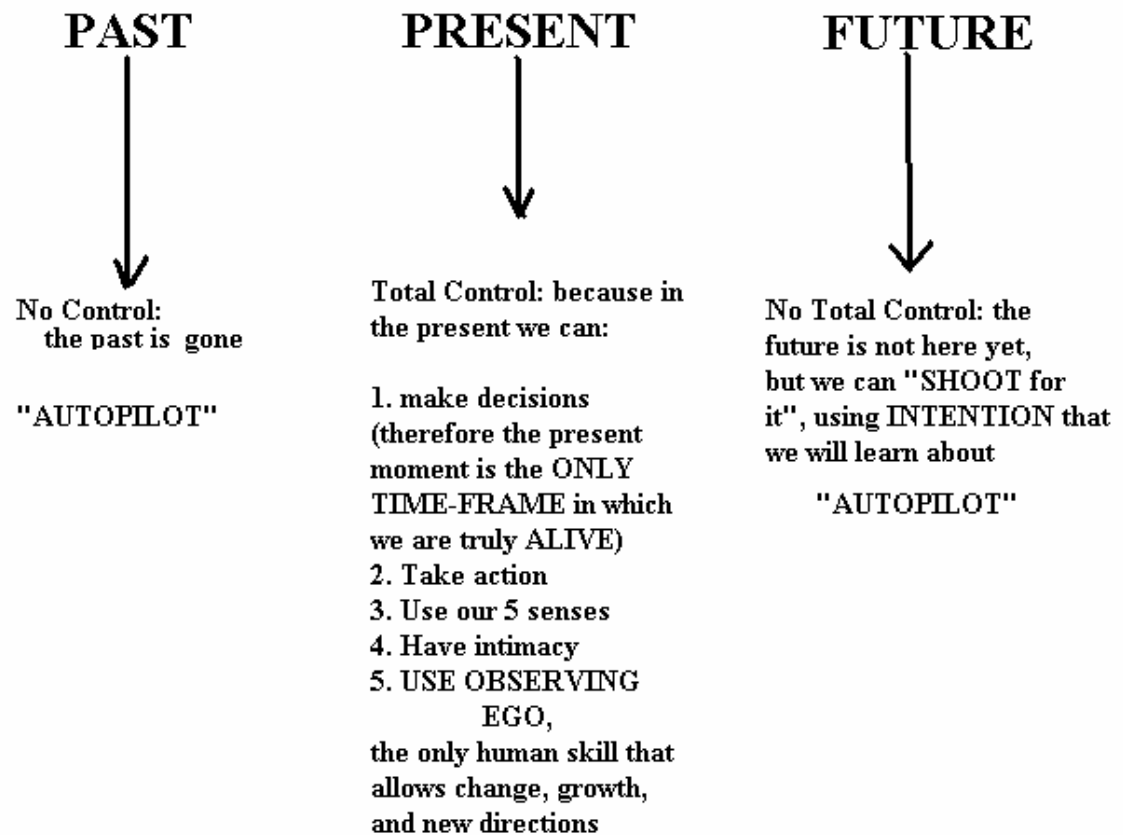
I know many people who have never stopped in the present to review their past relationships, and they keep on dating and marrying the same kind of people, only to end up divorcing yet again. Or “those who don’t plan for the future are lost”? I also know many people who have never saved a penny for retirement or in running their business, never bothered to allocate a budget toward research and development or an employee education program for the future of the company. These errors of living occur because we are not spending enough time in the present.

Now there have been many books written on the “power of the present”, and on mindfulness and meditation, but I want to make this notion practical for you. We have already learned that *decisions* can only be made in the present moment. That means that every time you make a decision, you have just given yourself *more life*. You are more alive when you decide on a preference. Well there happen to be several practical things you can do to get yourself to spend more time in the present.

Most methods of meditation and prayer are ways of getting into a present moment mindset. However, you may also find yourself distracted or daydreaming when you meditate or pray. When this happens, you are actually going into the past or future mindset.

I’d like to tell you about some things besides decision-making that can ONLY be done in the *present*.

WAYS THAT WE "SPEND TIME"



So... SECOND, you can only take an *action* in the present. It is impossible to take an action in the past that's gone, or in the future that is not here yet.

THIRD, you can only use your *five senses* in the present. You can't smell something from the past or taste something from the future—at least not in as much real, vibrant detail as can be done in the present.

FOURTH, *intimacy*. Have you ever had a conversation with a friend who was distracted and looking around as you were trying to connect? You said things but it seemed like they weren't listening as they utter, "Uh, huh." Where were they in time while you were trying to connect?

Well, you were in the present, but they were mulling around in the past or future. That true feeling of connection called intimacy can only happen with both people in a present moment mindset.

You know, there even used to be an activity that Americans commonly did together thirty or more years ago—one which really powered people up with a present moment mindset and one which combines all of the above: a shared family meal. When you share a meal with someone, you are being intimate, deciding to dine on purpose, taking the action, and using ALL FIVE of your senses. It's one of the only things we do besides sex, which uses touch, taste, smell, sight and hearing.

Well there happens to be a fifth, and last thing that can only be done in the *present moment*, and it is one of the most powerful learned human skills there is. This skill is so crucial that it is the ONLY thing that allows *human growth or change*. That skill is called *Observing Ego*. This is the only scientific word I am going to use with you today.

Observing Ego

Observing Ego is “the ability to step outside yourself and look back, making assessments of how you are doing, even as you continue to live your life.” As such, it is very much like “being your own coach”, or having your own self, as your own psychiatrist, sitting on your own shoulder.

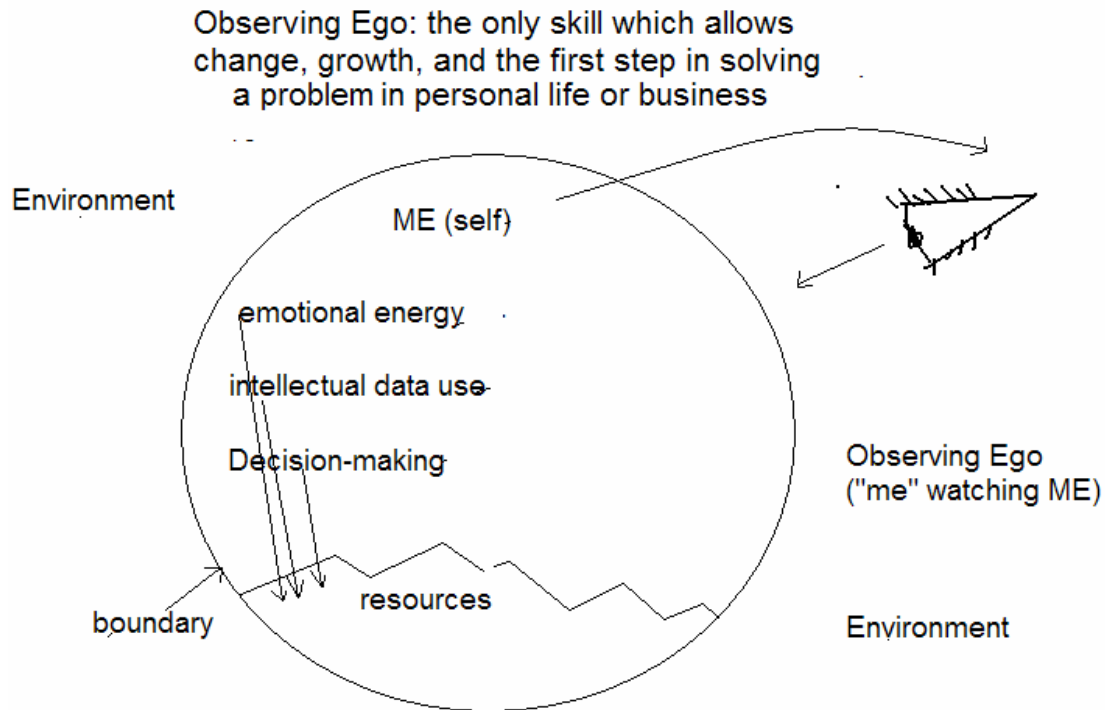
It is because of this power that people fail at life from the get-go, where we all moan about how “people never change”. Well, they CAN'T change without Observing Ego, but COULD change if they had it. Problem is that very few people have cultivated this skill in their lives.

In fact, the lack of Observing Ego causes us to be “suckers” for others, for our companies, and for advertising. If a commercial on TV can lull you into daydreams of the past or wishes for the future, then you have been effectively placed on *autopilot*, haven’t you? And the commercial itself is flying your plane. You have become easily manipulated and controllable by others who don’t have your best interest at heart. Only you could have your best interest at heart.

For example, what if I was in a verbal argument with another person? So there I am fighting, fighting, fighting. If I use Observing Ego, I may think, “Gee, I’m angry.” So there I am still fighting, fighting, fighting, and I say to myself as I fight, “Hey, is this getting anywhere?” And I continue to fight, fight, fight, and say, “Well, no. This isn’t getting anywhere.” And so I stop. Fight over. My energy saved. A solution.

What if I didn’t have Observing Ego ability? Well the fight might still be going on today! Anger would build uncontrollably and on autopilot, and both me, and the person I fight, would be hurting.

Observing Ego: The only human skill that allows change and growth



This drawing of the mind operating system shows your observing ego viewing your self in order to solve any psychological and business problems. Notice how you can simultaneously watch the environment, yourself in it, and remember what identity and resources you carry inside for dealing with problems that come from the environment.

This blueprint of the mind operating system is an integrated way of naturally producing the Observing Ego, because it represents “you” and “your function” and therefore you can reflect on how you look at yourself. It illustrates “you” looking at “you” as both an outside observer and also as a participant in your behavior at the same time.

There is a very interesting second way to understand how Observing Ego works. A metaphor: going to the movies.

Did you ever think about what exactly it is that makes a film win an Oscar? What does that? Most film critics will tell you that that an Oscar-winning film teaches a lesson and has a main character that ANY member of the audience could see themselves in the shoes of. A universal main character. Well the Tortoise, Hare and Rat in us all are just such main characters, living out a drama in our psychological character. We have the choice in any given situation which one to emulate.

In a theatre, on the big screen, we in the audience are looking at an image of *ourselves*. If the main character is a universal figure, he or she IS us. As we watch the Forrest Gump we all connect to, or the Gladiator, or the Erin Brockovich, we have just BECOME our own Observing Ego. “Me watching me.”

You’ll notice as the film begins that it becomes difficult to worry about the past or future because you get so completely involved IN the story. The Oscar-winning film has locked you in the *present moment*, the only time frame in which Observing Ego can happen. What you actually then see unfolding on the screen is a potential future *roadmap* for the growth of your own *character*. Why do you think they call them “characters”?

That rush—that “high”—at the film’s climax is how good it feels to undergo a substantial growth of psychological character. They are identical, except for the fact that you didn’t really do any work to grow—the character on the screen did.

So what would it be like to grow your character more mature and powerful in real life? It would be a “high”, and it would be like LIVING a great movie. That is exactly how powerful Observing Ego is. It is YOU being the actual *director* of the Oscar-winning film of YOUR life.

Do I have your attention now?

If your brain works much like a computer, and YOU have the power to run that computer to develop a masterpiece story for how you want your life to be—one where you solve every problem, overcome every obstacle on the journey—then you need a way to do that programming. Observing Ego is none other than the computer screen on which you do the programming.

What if your computer had no screen and you were trying to get something done by just clicking away at the keys without knowing what registers in the system? That would be just like living life with no Observing Ego. But when you have Observing Ego, you have a screen on which to paint your movie—the more you practice it, the bigger the screen. If you want, you can give yourself a great big 65 inch screen to work on.

So time is ticking away the moments of life while you wait like a Rat for life to happen. Some day, there will be a death. Yours. And what do you want the story of your life to end with? Tragedy? Or victory?

Remember the many studies about death and dying that reveal that interesting division about people—the two mindsets that people are in when they are on their death beds. You might also say the situation is the same for a career that is dying or a business about to die in bankruptcy.

One was that person who is okay with the idea that life is over. They feel they have “done it all”, had kids, seen a business prosper that they have nurtured, and given to the next generation. They are at *peace* with death, and don’t fear it much. The film of their lives was as perfect as it could be for them, with a wonderful climax in the twilight years.

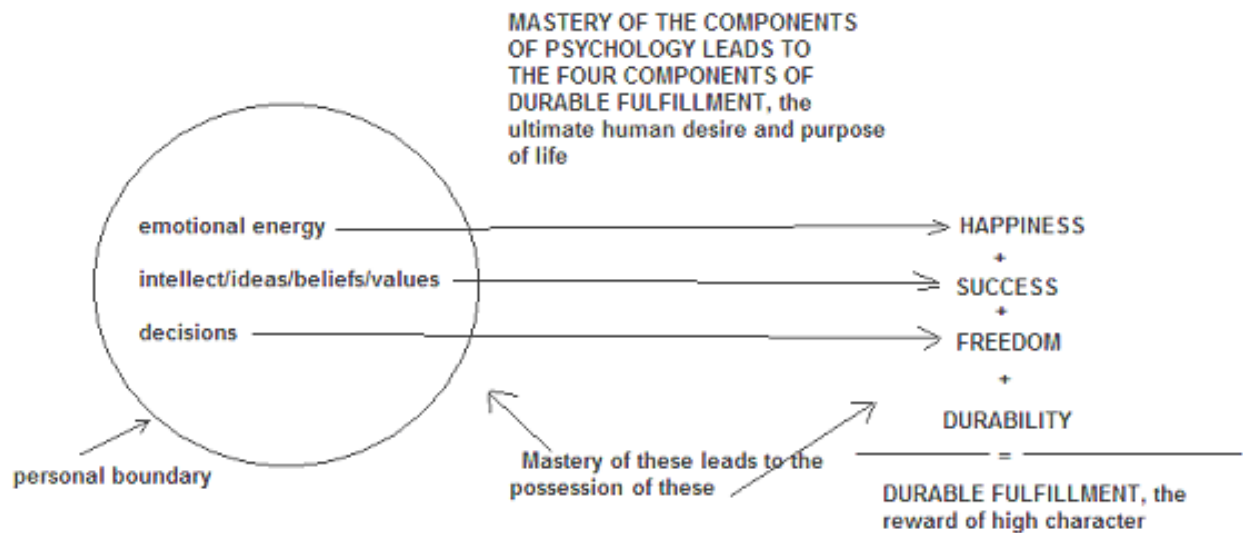
And the other was that more common group of people who near the end of their lives, *fear* death, or are bitter about it. There was so much they *didn't* do, so much they *lacked*, and so many regrets over things they *could* have done instead. The film of their life was a tragedy, or simply a let-down at the end. And certainly not Oscar-caliber.

What was the difference between these two kinds of people near the end of life?

The first type of person reached *Durable Fulfillment* and the second did not. Durable Fulfillment is the ultimate goal in any life, the climax rewards of character growth, and the solution to any problem that life or business could offer.

It is time that we started learning about the details of those four parts of our psychology—our *inner resources*—and how the mastery of those four parts of character lead 100% of the time directly to the four parts of Durable Fulfillment, that climax of our own Oscar-winning film, and victory at the end of the race between the Rat, Hare and Tortoise within us all.

CHAPTER FOUR: The Four Parts of our Character



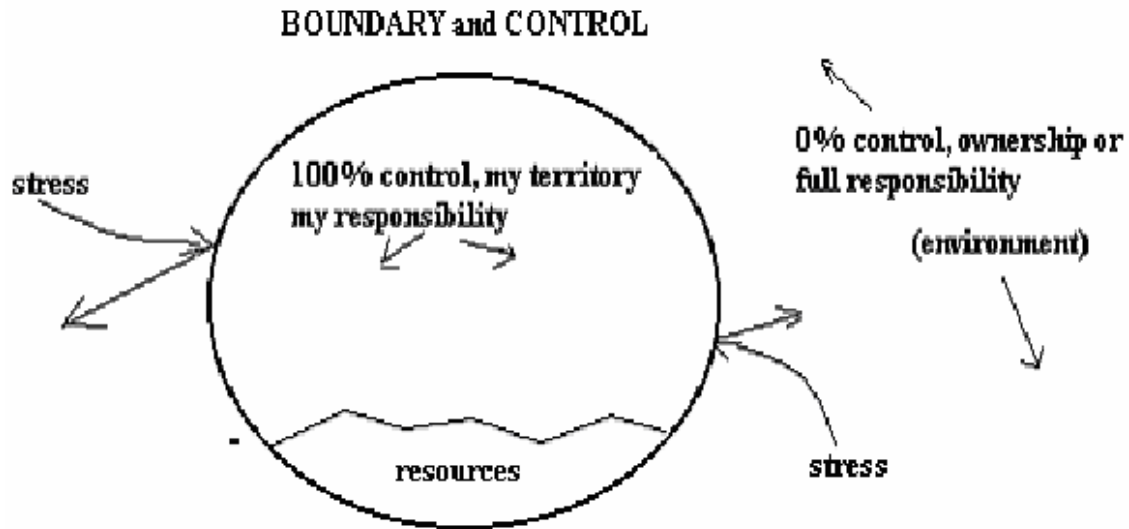
This diagram explains the relationship between mastery of the four parts of the psyche, or what has been called the “self”, or “character”, which lead to our life’s reward in the four components of “Durable Fulfillment”. And Durable Fulfillment is the ultimate desire of humans—the general goal of life, the core purpose of life.

Did you ever hear of the portion of the *Declaration of Independence*, the philosophy in which informed the very writing of our *Constitution*? It states, “We hold these truths to be self-evident, (that people are) endowed with certain *inalienable rights*, and among these are *life, liberty*, and the pursuit of *happiness*.”

Our psychology is composed of only 4 parts, or resources, and even the Founding Fathers recognized those 4 parts in the *Declaration of Independence*:

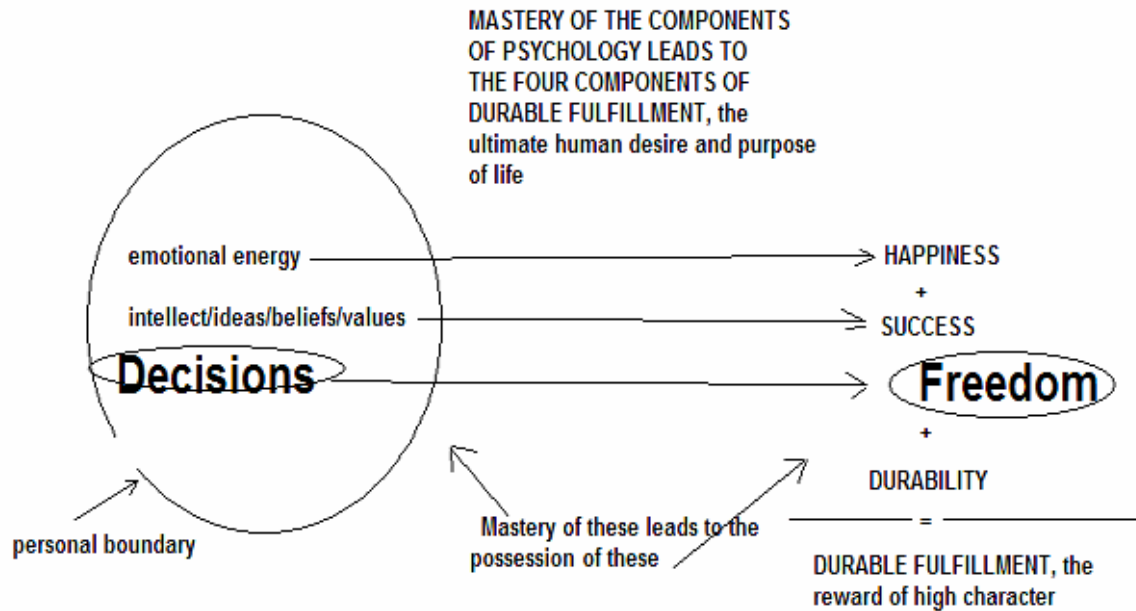
1. A Personal Boundary that contains our “*Inalienable Rights*”.
2. Intellect or “data” that when added up, details the events, learning, education, experience, beliefs and values that document our “*life*.”
3. Decision-making function, or Will, which we already learned to “define life”. Will is the only resource that could be said to define a “soul”. It is the only reason all humans have innate, “inalienable” *liberty*. And both freedom of thought and speech are built into the First Amendment to the U.S. Constitution.
4. Emotional Energy, which comes in positive (self-esteem) or negative forms (anger or anxiety), and whose mastery leads to *happiness*.

FIRST. Do you know what the word “inalienable” means? It means “cannot be taken away”—not by your spouse, not by your boss, and not even by your government. We are soon going to learn that this term describes what the Founding Fathers didn’t have the language or science for—it describes the nature of what is called our Personal Boundary.



The personal boundary is like an invisible barrier against stress, a shield, a marker of our personal territory, our psychological territory, and it is the limit of what we “own” or control about life and our environment. It is like a “tank” as well, holding our *inner resources* inside, and making those resources *inalienable*, off limits to others unless we give them permission. The boundary is what makes us *durable*, the first part of *Durable Fulfillment*.

Those inner resources (our *rights*) are our emotional energy, intellect (ideas), and decisions.

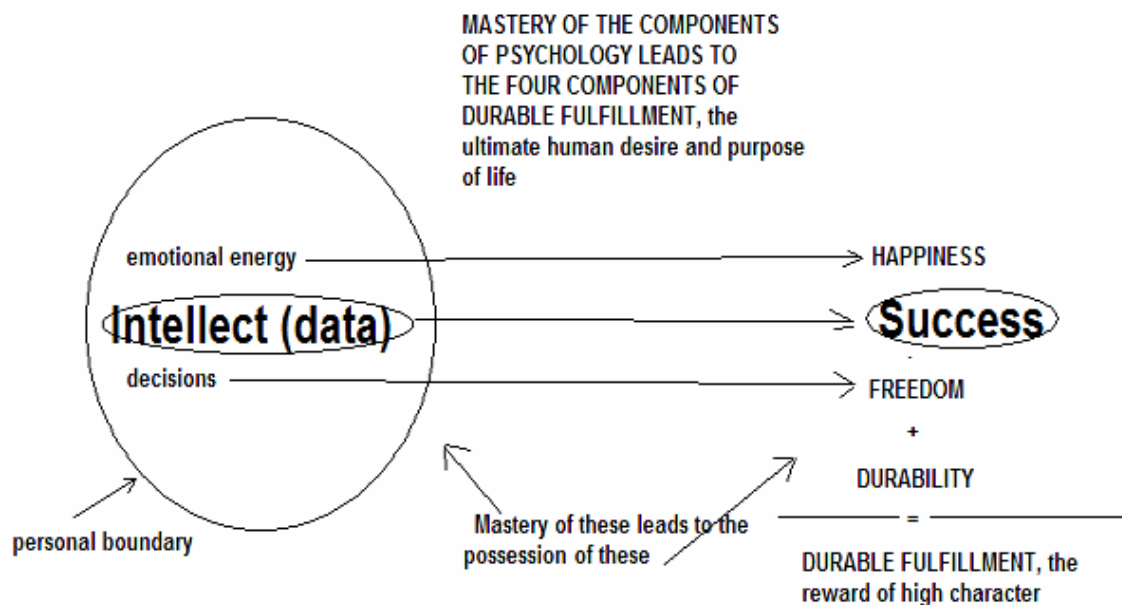


SECOND. Our *decision-making* we have already described as being the very definition of life. Our free will. When we feel *trapped* by a problem or feel “less alive” than we could be, it is a problem of not exercising our inalienable *freedom*—our right to make decisions.

Decision-making is in fact guided by two things we are going to learn about in great detail: *conscience* and *intuition*. We have already started to learn about decisions in that every decision we have ever made in life is either *destructive* or *constructive*—at least a little bit, or else it wasn’t a decision at all. It was passiveness like the Rat in our fable.

Our conscience is an inner sense of knowing whether we are about to make a decision that is destructive or not—a sense of ethics. Our intuition is the opposite in a way—the inner sense of knowing whether the environment is about to be destructive or constructive at YOU, or whether it is a conducive environment for you to be living in or seeking goals within.

When we have developed very capable abilities at using conscience and intuition, we find that the environment (and society) start rewarding us with more *freedom* to make even MORE decisions, sometimes even for others. This is the beginnings of the *freedom of leadership*. In it, we have reached the third part of Durable Fulfillment that we desire—the third part of solving any problem in life. The problem “traps” us, and our career or business no more.

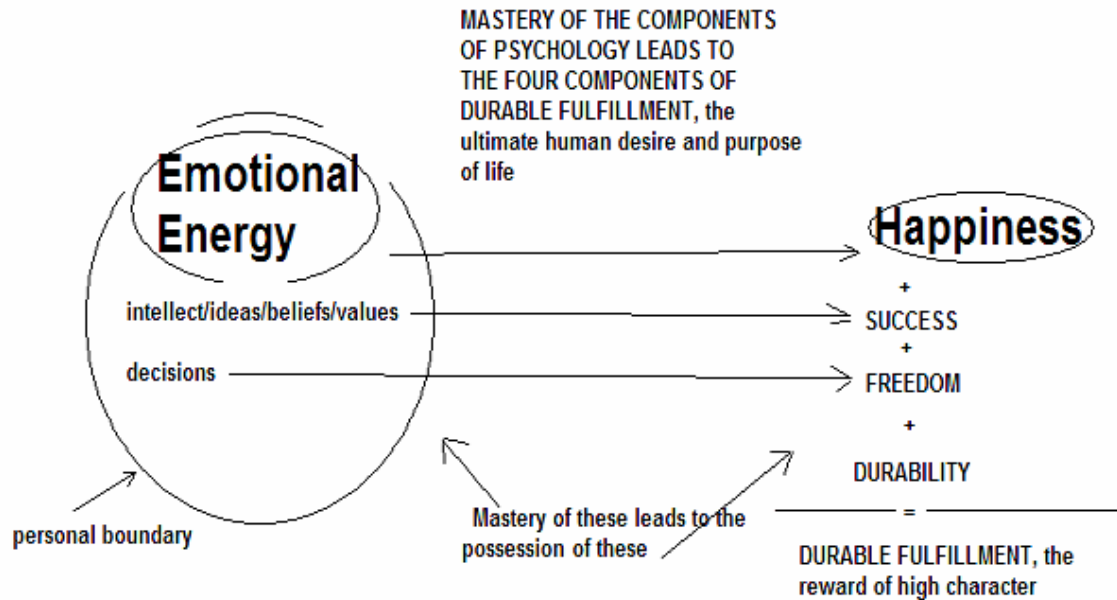


THIRD. Our intellect is something we have already started to learn about, because it is what invents the concept of *time* for us. It is any kind of *data* we store in ourselves—our ideas, beliefs, values, life history, education, experiences, and the *way that data is organized*. There are only two ways to organize the data in us that composes the details of our lives—a Right-brained way and a Left-brained way.

These are two “styles” the brain uses to organize data. The Right-brain throws it all together in a random mish-mash called “free association”, a web-like, creative connection between facts and info that is much like the *internet* is to computers. It is the very brain function that lets us *imagine future possibilities*. The Right-brain is like a “data tank” for *experience*, which is a multisensory collection of data and images that all connect together through some common theme, like the *experience* of being a *high school quarterback*.

The Left-brain organizes data in a logical, neat way, much like *history* contains a set of events row on row in books. It is like a “data tank” for *education*, which is an orderly collection of facts that are useful for repeating over and over again, such as the instructions for driving a car. It helps us make use of *probability*. For example, you may have many types of *experiences* in driving a car, but you need only one *education* at it. Once you’ve truly learned an education, you understand that material for all time, and can count on it to work for you again and again. These parts of our intellect help us attain *goals*.

We will soon learn in a chapter all its own, exactly how these two parts of intellect are responsible for all of our failures and successes in life, the second part of Durable Fulfillment and solving any problem.



FOURTH. And finally, emotional energy, that inner resource that thousands of books are written about, and the most exciting part of our psychology to most people. In Mind OS™, emotional energy is described as being either positive or negative.

The negative version of emotional energy takes the form of anger or anxiety, or a combination of both. When negative energy is outside our boundary—not yet broken in—we call that *stress*. But we can learn to turn that negative energy to positive energy, which is *happiness*, or *self-esteem*.

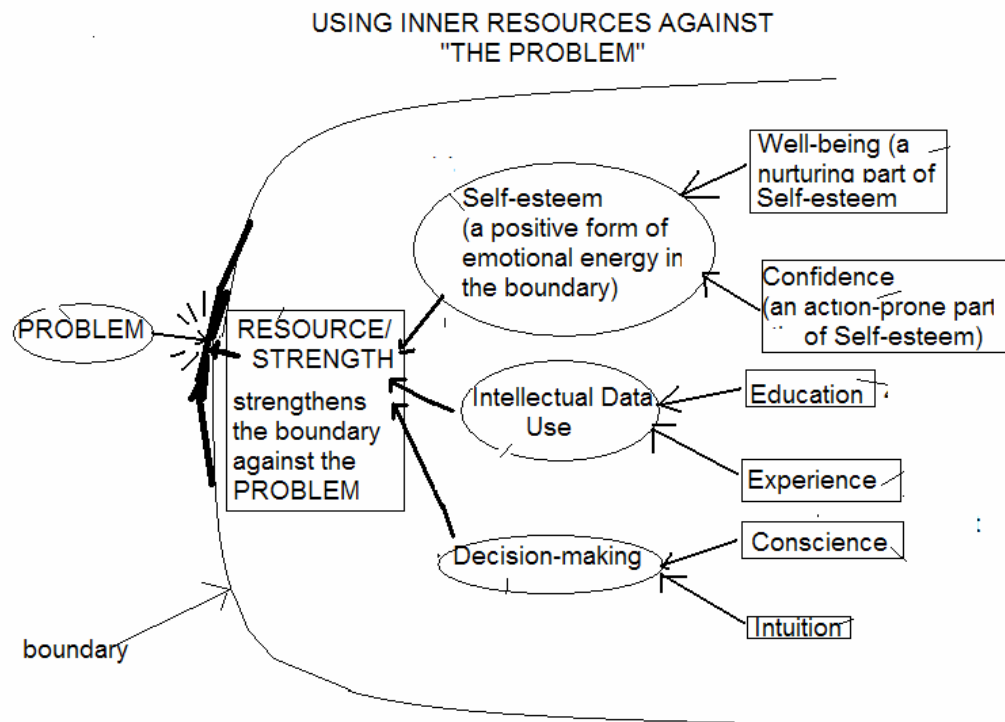
Stress and self-esteem are opposite energies in exactly the same way that antimatter and matter are opposites—they can cancel each other out in a puff of smoke. If stress gets into you it can drain your self-esteem, and if your self-esteem is greater than your stress, the stress is cancelled out and defeated.

Furthermore, self-esteem is composed of two exact halves—well-being and confidence. *Well-being* is a positive energy that feels like being nurtured, or soothed, a feeling of your needs being met. *Confidence* is a positive energy that helps you take action and risks, resisting losses and tolerating *change*. If you were an automobile, well-being would be your oil and confidence would be your gasoline. Both kinds of self-esteem are necessary for your happiness just as both kinds of petroleum are needed for your car to run. Likewise, if your mind were a computer (which it IS) then well-being would be the cooling fans, and confidence would be the electricity it runs on. Both are needed or your computer system crashes.

You will soon learn how to turn the negative emotional energies into positive emotional energies via *constructive decisions*. In doing so, you will learn how to master emotional energy and build exactly the amount of self-esteem you want.

I have never known a longtime-depressed person to have a very high self-esteem. I also have never known a durably high self-esteem person get depressed for very long. After all, when we master positive emotional energy—self-esteem—it leads us to *happiness*, the fourth and final component of Durable Fulfillment that is the ultimate goal of life and solutions to all possible life and business problems.

So all the parts of our inner resources can be brought together to fight against problems that come up against us:



If you want to take the operating system of the human mind and see how it connects to the model of a modern-day computer, it goes like this:

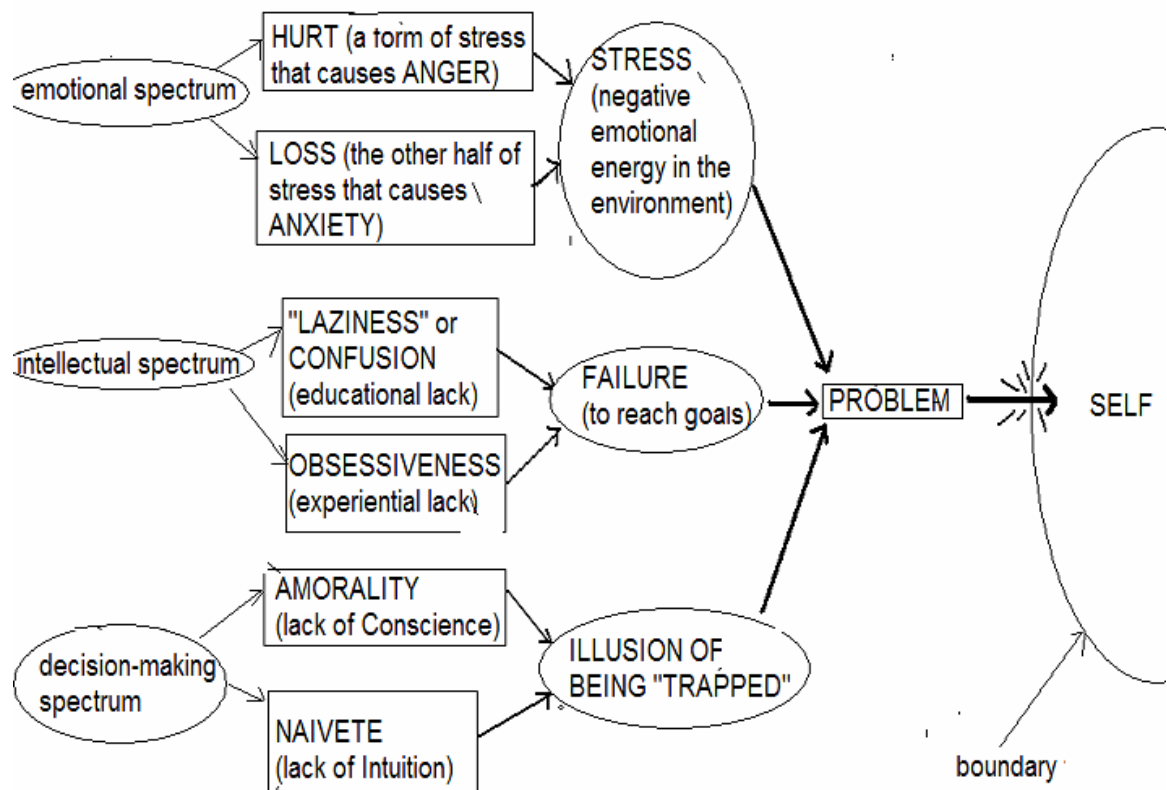
- Observing Ego is your “computer screen”.
- Your personal boundary is your “keyboard”, (ha, ha, and when someone “pushes your buttons”, it is the boundary they are messing with), it is your “firewall”, and your “modems and any other interfaces” with the outside world, just like the keyboard is the interface with YOU.
- Self-esteem is the energy your system runs on, both powering it and cooling it.
- Stress is like a “power surge” or “heat wave” that hits your system.
- Well-being is like the “fans” or “cooling system” for your computer.
- Confidence is like the “electricity” your computer runs on.
- Intellect is like “all the data available” to your computer system.
- Education is like your computer’s “hard drive”, where data is stored logically.
- Experience is like the “internet”, and all the wealth of new data available out there.
- Decision-making is like the “microprocessor” of the computer that is your brain. It is fundamentally what makes your computer, a computer—what makes it useful. However, it still takes a human to run a computer.
- There is no analogy to conscience or intuition in a computer. Computers are not actually “alive”, and they cannot have “free will”, ethics or true intuition, though efforts in artificial intelligence try to approximate these uniquely human skills, by plugging in millions of case examples into its memory.
- We are MORE than computers, because we have SOULS, whose scientifically core feature is a FREE WILL—the ability to make autonomous decisions.

Aren’t we humans wonderful? Look at all the wonderful resources we have inside and how they function together!

That's what's in us. What about the **PROBLEMS** that come from outside us?

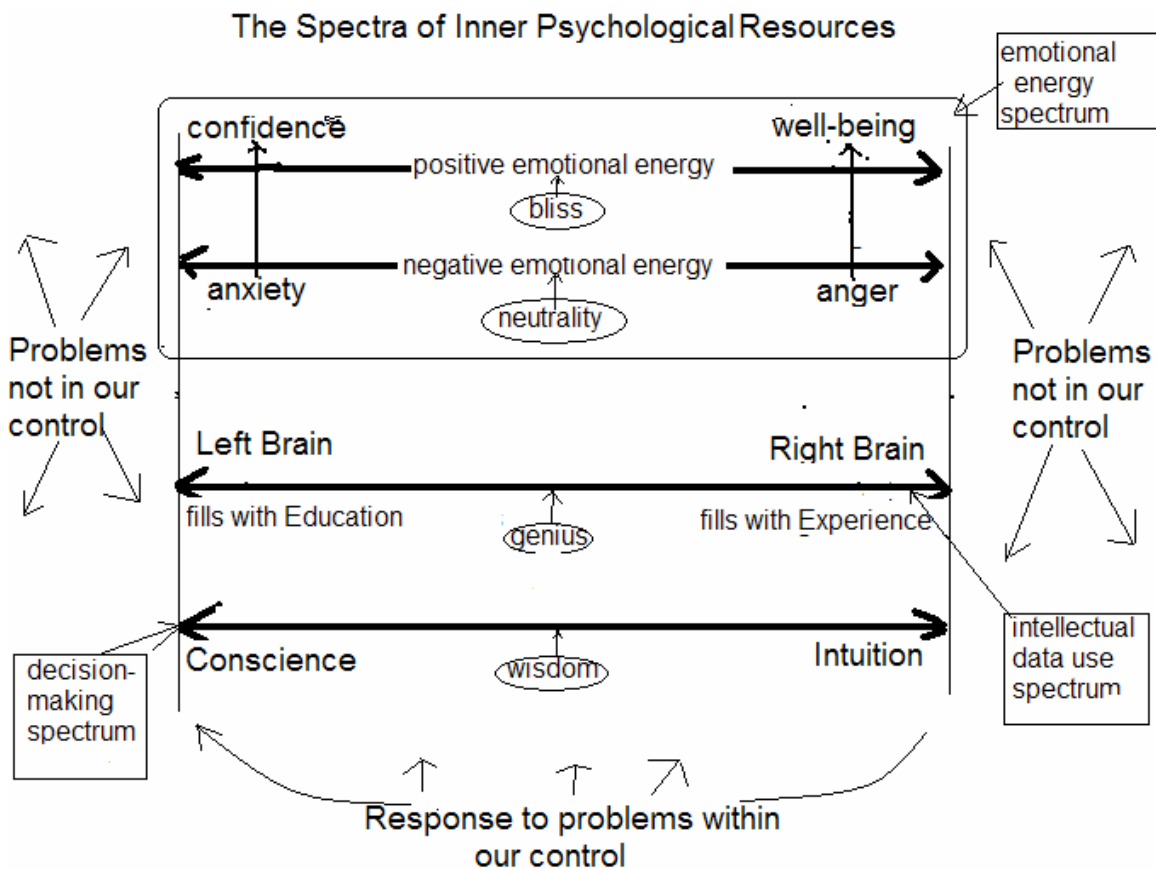
- If we don't master our emotional energy, we can't find happiness and have **UNHAPPINESS** instead, which is the same as "feeling stressed."
- If we don't master our intellect, we can't find success, and have **FAILURE** to reach our goals instead, caused by "laziness" or "obsession."
- If we don't master our decision-making, we can't find freedom, and are **TRAPPED** instead, caused by our "amorality" or by our "naivete."
- And finally, if we don't master our personal boundary which contains these three resources, we can't be durable against the stress, failure, and traps of life.

Analytic Components of life and business PROBLEMS



Actually, each of the three resources inside ourselves exist on spectra of function. These get “tweaked” by us, under our control like a stereo equalizer, in order to match the challenges of life.

Inner Resources Exist on Spectra



None of us has perfect *wisdom*, *genius*, *neutrality*, or *perfect happiness (bliss)* simultaneously, nor all the time. Just like a stereo graphic equalizer, we are all at least a little bit off-balance on these three inner resources. In some ways though, that is a good thing, because we can “adjust our knobs” to changes in the environment, to match them.

The Ends of the Spectra

- The two ends of the spectrum for negative emotional energy are ANGER and ANXIETY. The middle point is called NEUTRALITY.
- The two ends of the spectrum for positive emotional energy are WELL-BEING and CONFIDENCE. The middle point of perfection is called BLISS, or perfect SELF-ESTEEM.
- The two ends of the spectrum for intellect are education filling our Left-Brain and experience filling our Right-brain. The middle point of perfection is called GENIUS, or *intelligence*.
- The two ends of the spectrum of our decision-making are conscience (ethics) and intuition. The middle point of perfection is called WISDOM.

So we have these three kinds of resources inside our personal boundary. And they each exist on a spectrum of their own. So what? Well, here is “so what”—these three inner resources plus our personal boundary make up EVERYTHING we are. They are the very inner clockworks of our “psyche”, “character”, or even “soul”.

Okay, big deal. So how is that practical? Well, up to now, it has not been—it has been a vague mish-mash in psychology and theology, open to interpretation and misleading abstraction, or else overly concrete misinterpretation. The “big deal” is that we humans CANNOT be easily labeled, and yet the idea of a “spectrum” for each part of our behavior is extremely useful and practical. Have you ever thought about what is contained between the two ends of a spectrum of any given thing? EVERYTHING! What colors are located between the two ends of the visible spectrum? ALL visible colors!

This fact provides YOU with an amazing short-cut to growth. If you learn how to master the two ends of the spectra of our three inner character resources, then you now have the ability to master EVERY permutation and combination of them.

If you master the two ends of each of these three spectra, you master EVERYTHING possible in human behavior. “So what” you say again? Do I want you to go become some monk in a monastery? Some solitary meditator in a forest? No! “Everything you’ve got” inside IS the answer to every problem that could come your way in life.

If anything in life or business comes your way that is BIGGER than “everything you’ve got”, then you are in trouble, and would be well advised to give up, get away from it, or not resist it. To do otherwise is called “suffering”, which makes no sense to do. This is the next big advance in using the Mind OS that is inside of you. If you have a problem to solve in business or personal life, you first need Observing Ego ability to see all these working parts of yourself. Then secondly, you need to recognize whether the problem you face is BIGGER than you and your resources. If so, DROP the problem from your radar, and it is not a problem anymore. It is just “the way things are for now”.

Here is some happy news though. While you “drop the problems you can’t control”, there are great things to be done. You can turn inward instead to work on BUILDING those inner resources and boundary that holds them like a tank—BUILDING your character. You may find that you are able to build it enough to later BEAT that insurmountable problem. Then you will have changed “the way things are”, ironically, by changing the nature of YOU.

You would be well-served then to start learning exactly how to change each and every one of those inner parts of you—the two ends of those three spectra in you. Learn to “tweak” those stereo equalizer knobs in you in the chapters to come.

Mastery of the Inner Resources

- Strive for the middle point of balance of these three spectra and you find your character grows, which leads toward Durable Fulfillment.
- But in solving every day problems of life, it is important to learn to also master the two ends of each spectrum.
- What do you master when you master the two ends of any spectrum? EVERYTHING. “Everything” is what is contained within the two ends of the spectrum of any given thing.
- And so the answer to any human problem lies between the two ends of each of these spectra. That is, if the problem is indeed “solvable”.
- For those problems that are not solvable NOW, in the present moment, one has to let go of wishing to solve it for now. To violate this is called “suffering”, and so we need to learn about the personal boundary, which is what eliminates suffering and makes us durable against the failures, traps and stresses of life.

In the chapters that follow we will learn how to master the “ends of the spectrum” for each of the three inner resources—conscience, intuition, education, experience, anger, anxiety, well-being, and confidence, as well as various combinations of them that you will see before your very eyes—literally—add up to all the possible human skills of behavior. These are the “armamentarium of weapons” to use against problems. They are everything you have for combating stress, failure, and being trapped, “overwhelmed”, “confused”, “unmotivated”, or any other word for your “problem.”

If you haven’t realized it by now, this is AMAZING. These six things plus the boundary are the building blocks of all human behavior, and we are going to learn how they compose and run everything else about you—your “time management”, your “charisma”, “beliefs”, your “politics”, your “communication” to others, “advertising”, “relationship skills”, “faith”, “identity”, and anything else. So let’s begin really knowing you, through a study of your first “part”—the personal boundary.

PART II: CHAPTER FIVE: The Personal Boundary

In every human problem, whether personal, business, economic, social, intercultural, international, political, familial, marital, or psychological, there is always some portion which is in our CONTROL, e.g. “inside our personal boundary”, and another portion which is OUT of our control, e.g. “outside our personal boundary”. A portion of the world in our sole responsibility, and a portion out of it.

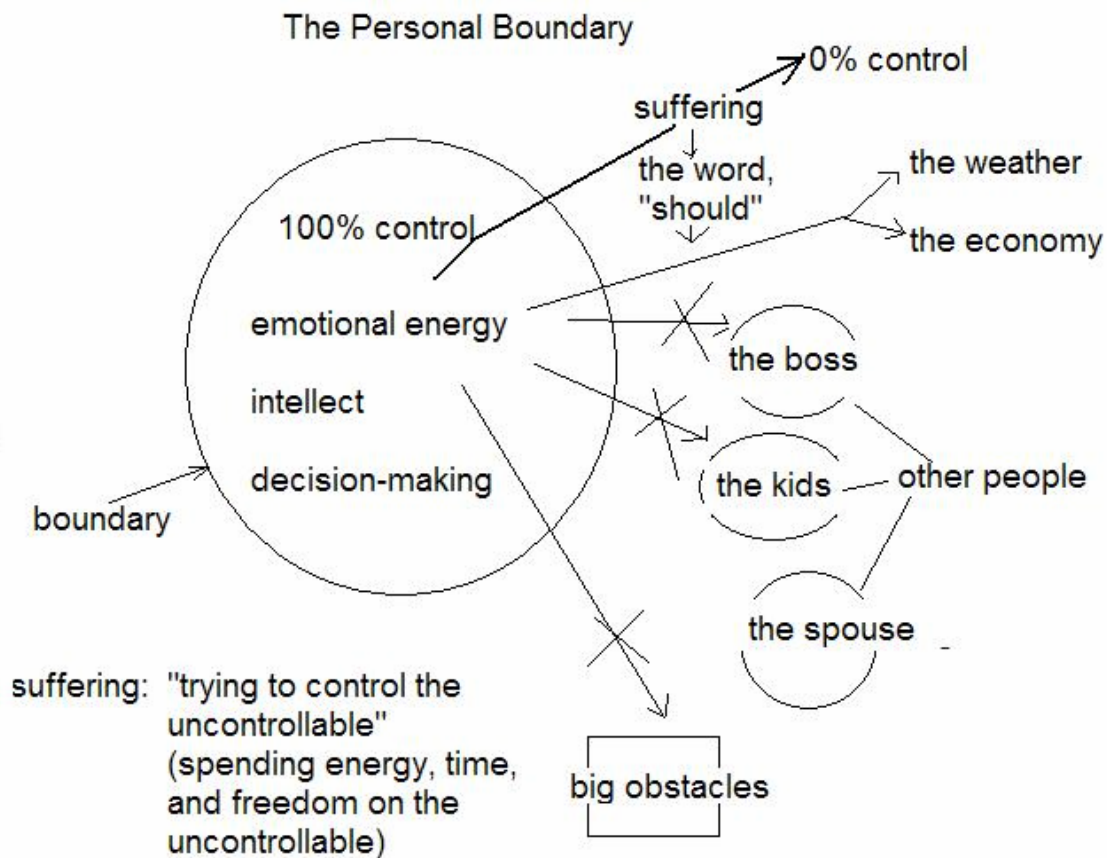
Our personal boundary marks what we control from what we don't, so the first step in solving any human problem is to develop healthy, mature, high character boundaries.

When you have a solid personal boundary, you clearly see what you control in any problem from what you don't. The beginning of solving problems then becomes easy. Let go of what you do NOT control, and focus on what you DO control.

You will find that all the features of the personal boundary are ones which solve a great bulk of what make up our problems in life. This is one of the many reasons that we need to begin our detailed look at Mind OS™ by understanding them. The personal boundary is like your computer's interface to the outside world. It is your “firewall” against stress and your modem to connect to the internet and other people just like you.

The personal boundary is in fact the solution to two kinds of problems that present to individuals and businesses: Problems that need DURABILITY to fix them (the ability to wait out economic “storms” if you will), and any part of a problem that sounds VAGUE to you. If words like “overwhelmed”, “stressed”, “in crisis”, “lacking something”, or “I don't know what the problem is” describe you or your business, you can be sure that the boundary is the solution. I will make this crystal clear for you.

The “DURABLE” Personal Boundary: Your Only Defense Against Suffering



The personal boundary marks the limit of what you control in your psychological territory, from what you do not. When we burn emotional energy on those things outside our boundary—those things we don't control—it is called SUFFERING.

Your boundary is a fantastic, yet invisible power in your life. It is a complex and beautiful tool for turning your life or business into just what you want. In order to explain its exact nature, there is a good metaphor.

Have you ever crossed the border of a country? As in from the U.S. to Canada or from the U.S. to Mexico? Well, when you cross that border, and look down at the ground, is there a dotted line that you cross, painted on the ground? No. The border is invisible. But is it REAL? If you cross the border without a passport will something very REAL happen? Like being stopped by armed guards? Yes. The border of a nation is invisible but real.

Well, your personal boundary or business boundary is exactly like the border of a country—your own private country with YOU as the only citizen! The personal boundary has all the exact same features as the border of a country—a marker of what is in your sovereign control versus what is not, the marker of YOUR psychological territory from what is NOT your territory, even a sort of customs and immigration service that lets good trade and visitors IN and keeps out what is BAD.

I'll bet you never knew you had this amazing feature to your psychology. I'm not surprised either, because it is INVISIBLE!

When you hear of people being “thin-skinned” or “thick-skinned”, what is it they are talking about? Is it your actual skin? NO. It is the “skin” around your soul—your personal boundary. The Tortoise in our original story has a GREAT personal boundary—a “shell”. He can stick his head and feet out for good things, but is well protected against bad things like stress. The Rat and Hare both have a very “thin skin”, in contrast. When people have problems with this part of their character, or a business culture has such problems, their boundary can be said to be “leaky”, or “full of holes”. What happens then is that problems seem to find them without them even looking for them.

Why? Because there are all kinds of random things out there in the environment and the market flying around—crafty manipulators and stress, but also kind, giving people and potential good partners. Well, if you have lost or never built up a portion of your boundary, that gap or “hole” left there causes you to not be very discriminating as to what you let in. It also causes you to not be very discriminating as to what nasty emotions or ideas you send out to the world in your communication either!

And this is where *suffering* comes in. Suffering happens through “holes” in a person’s or business’ boundary.

The Nature of Suffering

If you have ever been stuck in rush-hour traffic, you may know what I mean. If you honk the horn, clench your fists, and get worked into a frenzy, that burns up your energy, but does that move traffic any faster? NO! It doesn’t. You have spent your energy trying to control the uncontrollable and gotten nothing back. You have been *suffering* over traffic.

Another story I heard that explains suffering was about a research study of auto wrecks occurring on I-70 which goes through Kansas on a very straight, slick road in the wintertime. There was a strange statistic that something like 70% of wrecks on that road occur with the driver slamming into a telephone pole. And yet, there was half a football field in between the poles. How could this be? With so much space between them, why were people not just wrecking into open space?

The answer was in interviewing the crash victims. They all said that when the wheels slipped, they automatically were looking at the danger—the pole itself.

When doing so, the drivers were unconsciously (without Observing Ego) steering right TOWARDS the poles, even when they had been aimed at open field before! And so what we focus on matters much in terms of what we get in life.

Suffering is just like looking at telephone poles as you wreck. You focus on that which you DON'T control, burning all your energy and finding that you get more of exactly what you DON'T want.

Here is an amazing, special tool for you to use if you want to eliminate suffering in your life: **Suffering happens every time we use the word, “should”!**

With Observing Ego, you can decide on purpose to aim at “open space” when you wreck—when you fail. Don't pay attention to how people SHOULD be courteous or how your spouse SHOULD do this or that for you—that's wishing for CONTROL. Instead of focusing on suffering, you need to aim for what you DO want, and DO control. Often you will then find yourself on a trajectory right toward peace and satisfaction. Control your attention back toward YOURSELF and your skills at avoiding trouble.

Suffering is “trying or wishing to control the uncontrollable, and spending energy and time in the process”. If you think about our three inner resources—emotional energy, intellectual ideas, and decision-making power—you'll see how suffering happens because of those holes in the boundary. The boundary is like a “tank” that HOLDS our inner resources. So when it is shoddy, the currency of your inner resources—energy, time, and freedom—can leak out easily.

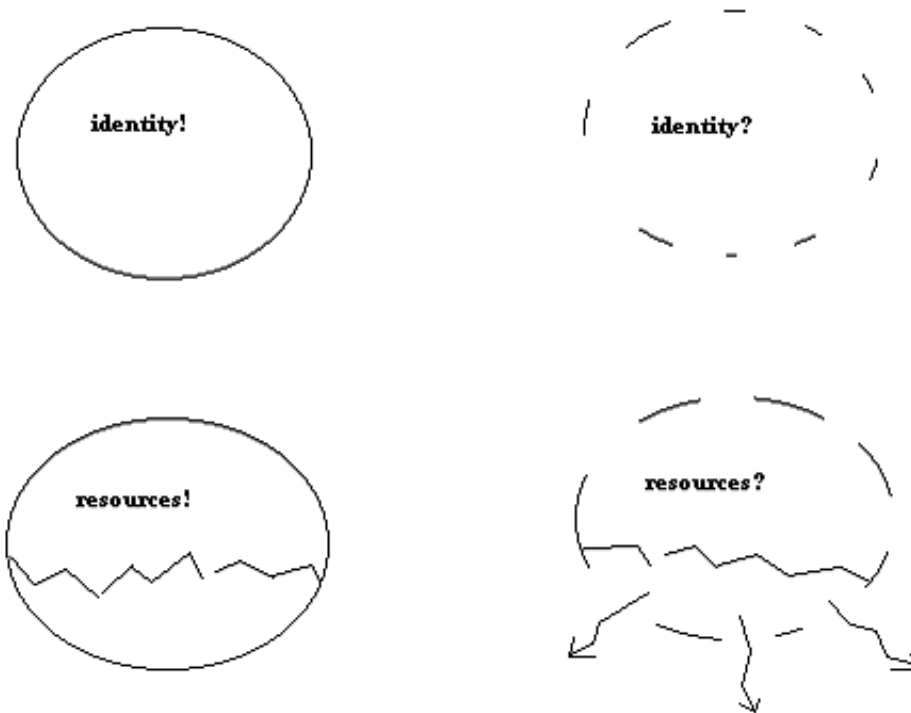
Our decision-power is a kind of CONTROL, and when we try to exert it over others, we are stealing their freedom through a “hole” in the boundary.

We are wishing, burning energy, and focusing on how people “SHOULD” be. We are focusing on how the world “SHOULD” be... as if we had the omnipotent power to create that world. Emotional energy is the same, and part of the definition of suffering. And our ideas, when spilled out onto others, wastes their time and ours if those ideas are not wanted. We don’t CONTROL forcing our ideas on others. And TIME is the price we pay for conveying or hearing ideas.

Those three inner resources are all that make us up inside. They compose our *identity*, and when we try to force our identity on others, we are suffering.

The Boundary: Identity and Resources

EFFECTS of BOUNDARY HOLES



When your boundary has holes in it, your identity can become vague in shape. But when you repair those holes, by using the word “NO”—having preferences: NO to this and YES to that, you start to have a more solid identity of very clear shape.

When your boundary has holes in it, your resources are vulnerable to leak out, wasted on the “uncontrollable” in life. But when you patch the holes in your boundary by saying NO to suffering, you retain all your resources and they do not leak out.

For example, what if I had no *preferences* in life? Then I would also have no *identity*! You wouldn’t know anything about who I am or what I like, and I wouldn’t know either. But what if I told you that I say “yes” to dogs and “no” to cats in my life? And I said “yes” to rock music and “no” to country. And I said “yes” to tuxedos and “no” to bluejeans? Well, then with just three preferences you start to get the idea of exactly what kind of guy I am. I’m a dog-lovin’, cat-hatin’, rock-lovin’, country-hatin’, no-to-jeans, tuxedo-clad shrink! Ew. That sounds like a country music lyric...

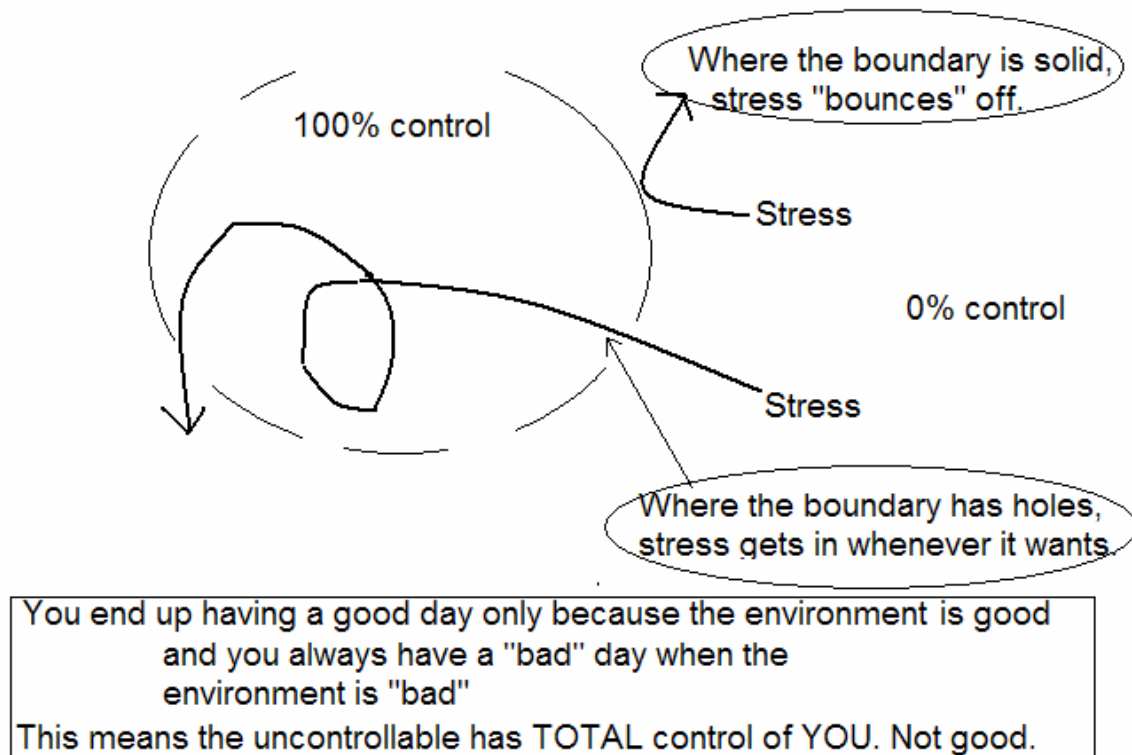
The point is, the better your boundary, via saying “no” to some things and “yes” to others—being discriminatory in your choices for life—the better your identity. The weaker your identity, the more advantage people will take of you through those holes in your thin skin.

When you have a solid boundary and identity that goes with it, the better protected from *stress* you are. The personal boundary is your first line of defense, just like the shell of a Tortoise. When the personal boundary is solid, capable of saying NO and hearing NO, you are well protected from STRESS.

- Say “NO” to stress, and it goes away.
- Don’t try to CONTROL stress, just say NO to it.
- If you let stress get into you through a “hole” in the boundary, it becomes YOURS, it is now a part of your emotional energy, and is YOUR PROBLEM.
- The boundary is your “first defense” against STRESS.

The Personal Boundary and Stress

The Effect of Boundary "Holes" with Stress



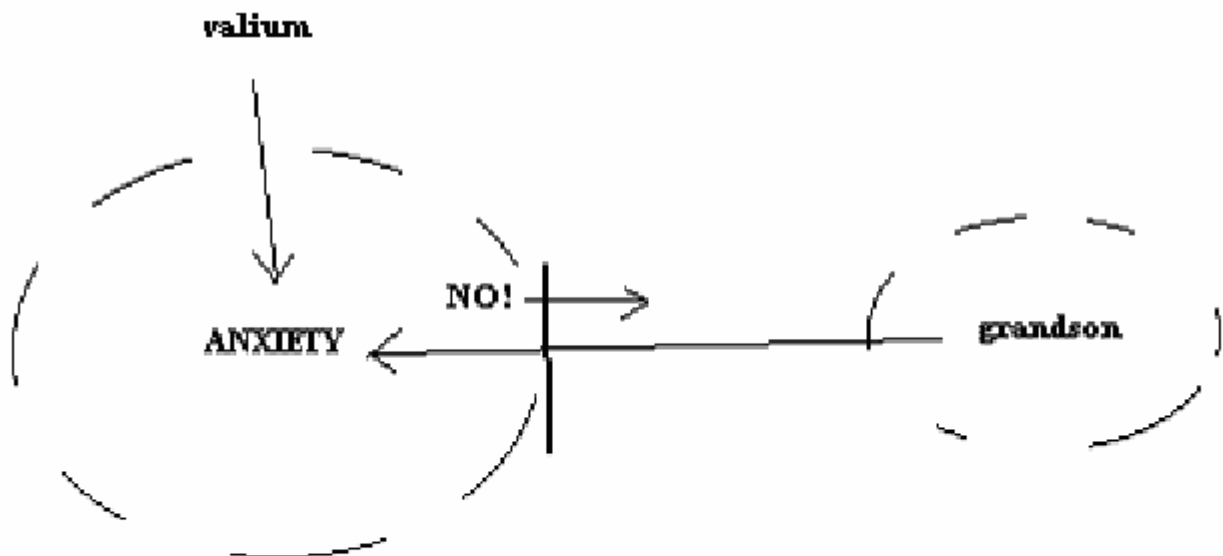
Just look what can happen to you if you don't learn to patch up those holes in the personal boundary—stress gets in whenever it wants. And stress originates in the uncontrollable environment. That means that the “uncontrollable” has total control over YOU. So you go around having a “good” day only because the environment is “good”, and a “bad” day every time the environment is “bad”. This condition is called *irritability* of a type that no medicine can fix—it is purely psychological! Only YOU can fix this kind of irritability in yourself or your company. No outside consultant can do it.

I have had many “irritable” patients (and acquaintances) and so often they are looking for an EXTERNAL means of fixing their problem—like the help of valium, a therapist, food, money, and all kinds of other temporary “band-aids”.

All they ever needed to realize is that they had a “hole in the soul” that needed patched—and no one could patch it except THEMSELVES. By learning to say “no” to those insults and stresses that batter our boundary wall, people are soon able to heal themselves of this kind of irritability by learning to walk away. They may simply say “no thank you” to stress—to shut their mind’s ears and eyes to the hostile environment. Stress is still there for others, but it doesn’t have to be IN YOU, and doesn’t HAVE to belong to you.

Let’s look a bit further at an example of this.

Poor Boundaries: Holes

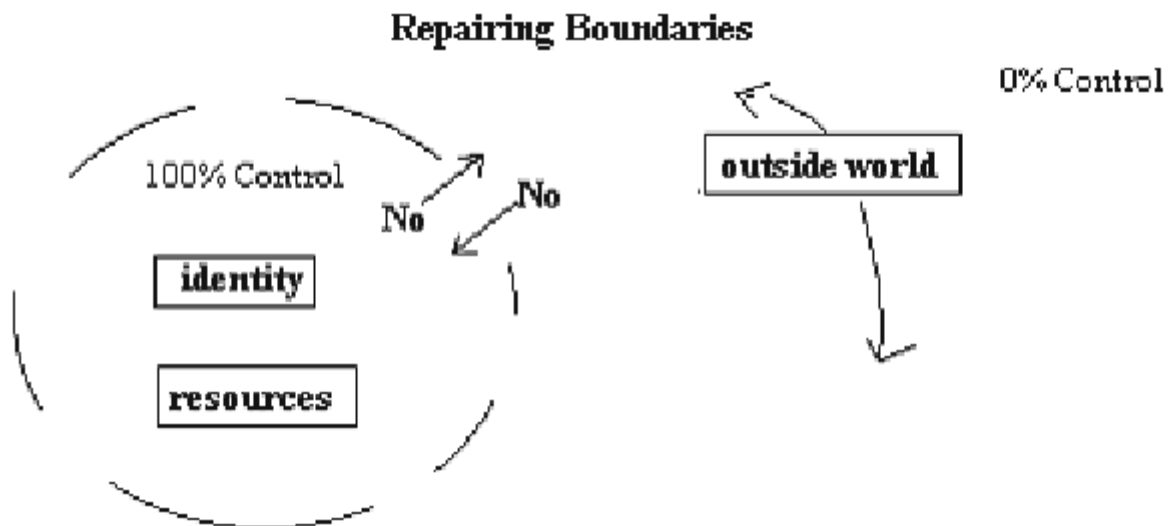


A woman once asked me for Valium to help her anxiety, but first, I asked her whether there was another person or event that directly connects to that anxiety.

Her grandson lived with her and did drugs in her home. When he was home doing drugs, she felt anxious, but when he was not home, she did NOT feel anxious. We soon discovered that Valium cannot solve this anxiety, can't cure it. This problem was caused by mutual holes in their boundaries. Trying to treat her with Valium is like trying to treat Grandson's behavior through HER body!

When she did the only "cure" for her anxiety, saying NO to Grandson's drug abuse, her anxiety evaporated. She made him move out of the house. This kind of NO, used for the good of both Grandma and Grandson, is colloquially called "Tough Love".

**The CURE for "holes" in the Boundary:
Say NO and get comfortable hearing NO**



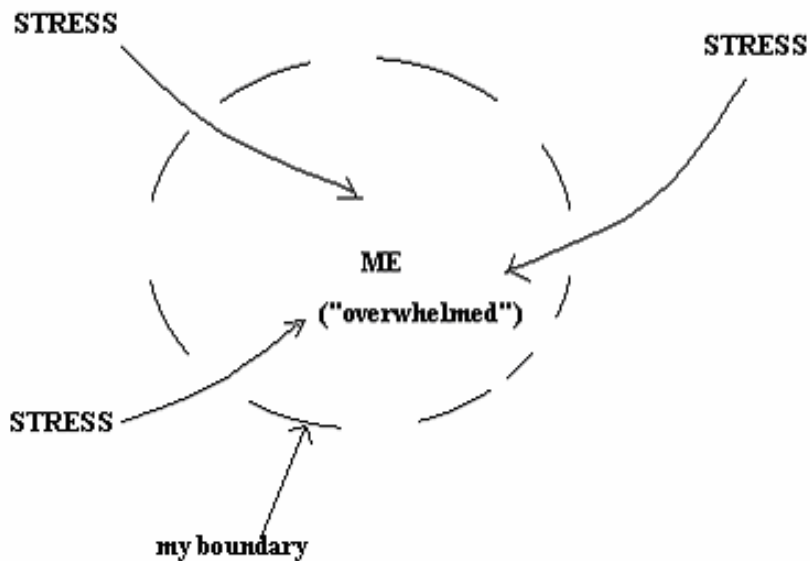
HOLES in the boundary are places where we have trouble "saying NO" or "hearing NO". But simply by saying "NO" to things you don't *prefer*, you will start to patch those holes in your boundary and strengthen its wall. Be like Grandma, and say NO. It will make you stronger against stress, like a nation with a tough border.

“Thin Skin”: Holes in the Personal Boundary

Trouble “hearing NO” is the same as *suffering*, trying or wishing to “control the uncontrollable” and wasting energy for no good reason. Have you heard of people having psychological “blind spots” in their behavior? Things they don’t see in themselves but only others can? These are “boundary holes”.

Have you heard of people having “buttons” that can be pushed? Places where others can “get under their skin?” These are “boundary holes”. And what is the “skin” they talk about when things “get under our skin” or people have “thin skin”? The personal boundary of course.

Permeable Boundary, with “holes”



Holes in the boundary lead stress to easily get in.

Have you ever taken grade school biology class? Do you remember when they talked about “cell-membranes”? How we humans have cells with “semi-permeable” membranes? That means that the cell lets in good things—nutrients—and keeps bad things out. Well, when cells have “permeable” membranes, they are usually unhealthy, and bust open. They “lyse”, or break apart. Well, your boundary is similar to a cell membrane in the same way it is similar to the border of a country. When you have holes in it, it is too *permeable*, and YOU will be the thing that busts open with “overwhelm” before too long.

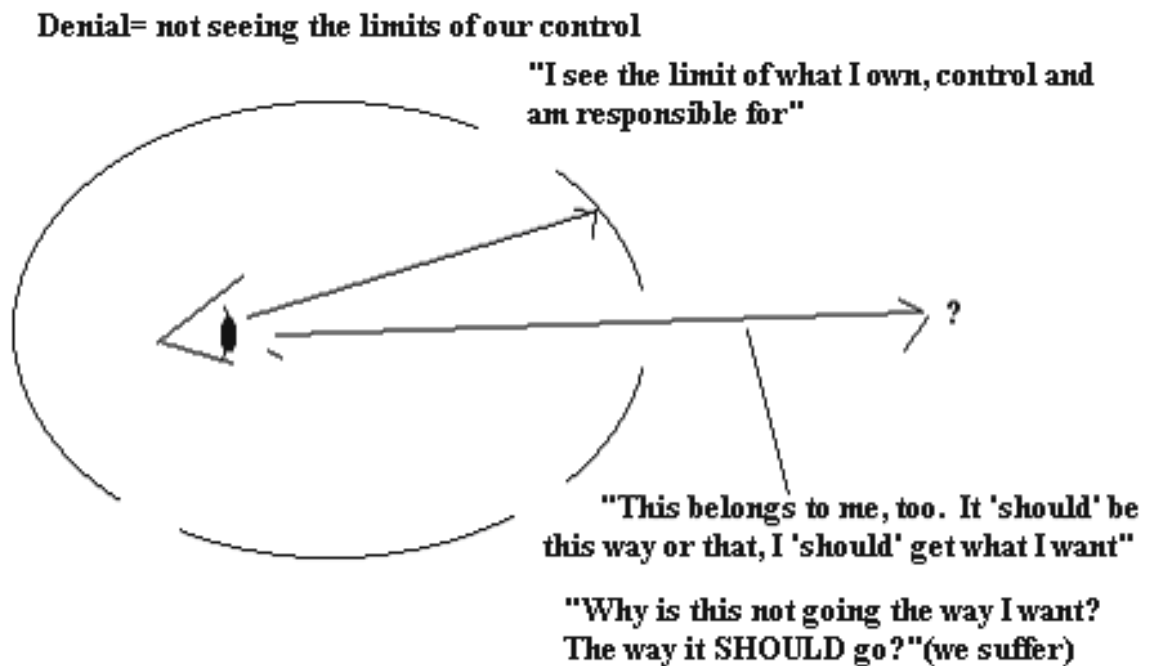
This example explains how Grandma was feeling about her Grandson’s drug abuse. Now after she made him move out, she came back to me again and felt relieved in a way, but still out of sorts in another way. After all, she said, “I want to be a good Grandma. I don’t want to see him hurting, living out on the street. And he still calls me and makes me feel so guilty...”

Well, Grandson had simply managed to find another way to get into her boundary. This is called being *manipulative*. He found another hole in her boundary, and *shamed* him through it. *Guilt* is something we feel inside when we know we have done something wrong. But she had not. *Shame* is an anxiety emotion from outside ourselves that someone else sticks into us to relieve THEIR own anxiety. And we have done nothing to deserve shame.

Denial: Caused by holes in the boundary

Grandma was still suffering this time, in part, because she was also displaying another trait of boundary holes. She felt that she was “the whole world to him”, imagining in a way that she OWNED him—that all the troubles of his life were also fully her troubles, and her responsibility alone, rather than his. Doing this is called *denial*, and denial is an illusion created by a boundary hole.

We look out the hole for the edge of our boundary (where we know our limit of control, ownership and responsibility ends). But where there is a HOLE, we instead see off into infinity, not realizing that we are looking into psychological territory that is in fact NOT ours. It belongs to someone else.



When we look at the edge of our boundary, we see the limits of what we own and control about our psychological territory.

But when we look out the “hole” in our boundary, we don’t see a wall or limit. We only see territory that we IMAGINE we own, control, and feel responsible for. Often, when we do this there are other people or goals out there beyond our control, and we get frustrated when we find that we don’t really own or control them.

Once again, Grandma needed to practice saying more “no’s” of course, to his calls in the middle of the night, to his requests for drug money, and anything else that made her feel uncomfortable. However, she also needed to recognize that Grandson’s life belongs ultimately to HIM, not her. Even if he could not “see” his own boundary holes with his Observing Ego, it was not Grandma’s sole duty to be the world to him. That’s the WORLD’S job—a job for all the people: his girlfriend, his brothers, the police, his boss, and everyone else in the world that can point out his boundary holes to him in everyday life.

Of course, the opposite of boundary holes can be just as unhealthy for people too. Sometimes we get beat up by life trying to learn where our boundary holes are. We can get so smacked around by all the “no’s” that people tell us that we develop SCAR tissue over the hole to protect ourselves.

Psychological trauma is especially good at doing this.

You might tell a person with holes in their boundary to get a “thick skin” instead of a “thin skin”. So people like Grandma and Grandson both might make themselves so toughened up by life that they say NO to everything. They may not let intimacy with ANYONE happen ever again. An easy trap to get into. Stuck.

However, when you are stuck, it’s a good time to go back to school. Time to remember those cell membranes from grade school biology.

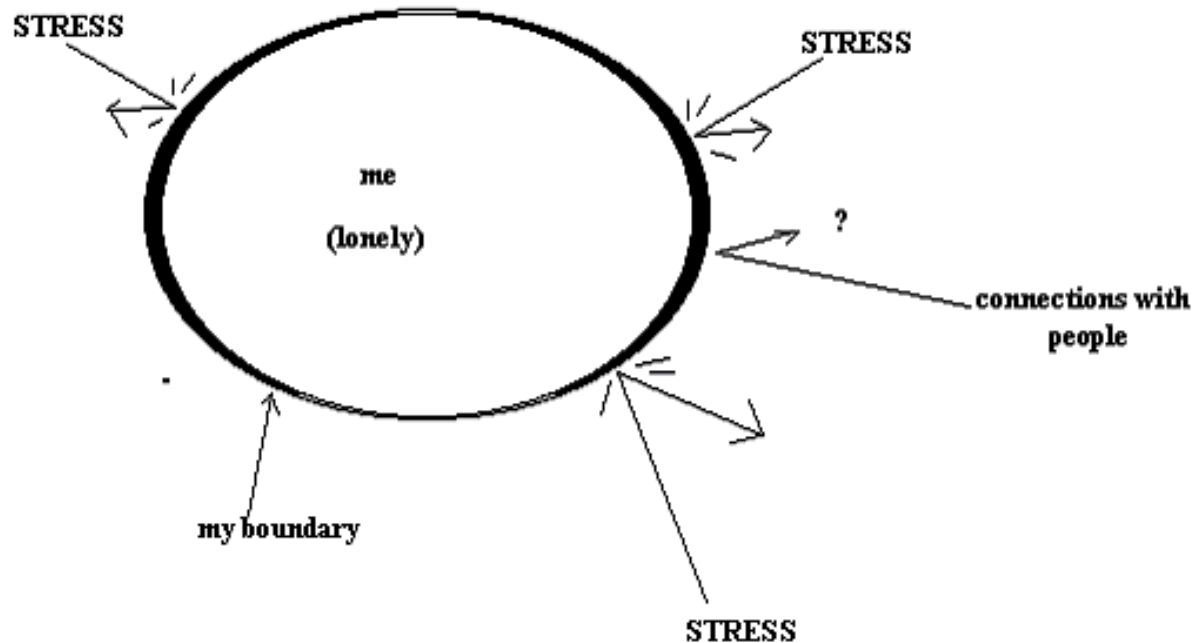
If you think about types of cell membranes, and types of “national borders”, you may realize that that boundary WALLS are just as unhealthy as boundary holes—to cut off from the environment completely is just as harmful as being completely vulnerable to the environment. Being a hermit is just as bad as wearing your heart on your sleeve.

Cell membranes that are called “impermeable” are those which don’t let anything in or out of the cell—no nutrients get in, and no WASTE gets out. Boundary walls do the same thing. This is like a person who says NO to EVERYTHING, or a country like North Korea, which allows no new ideas or culture in, no trade out, and gets no assistance from the international community.

This is having *walls* in your boundary instead of *holes*. When cells such as inflamed, damaged cells do this, they wither and die of starvation and toxic buildup. People like this DO starve for new ideas. And they starve for new energy, or what is called *love*.

“Thick skin”: Boundaries with Thick Walls

IMPERMEABLE BOUNDARY, with no “doors”



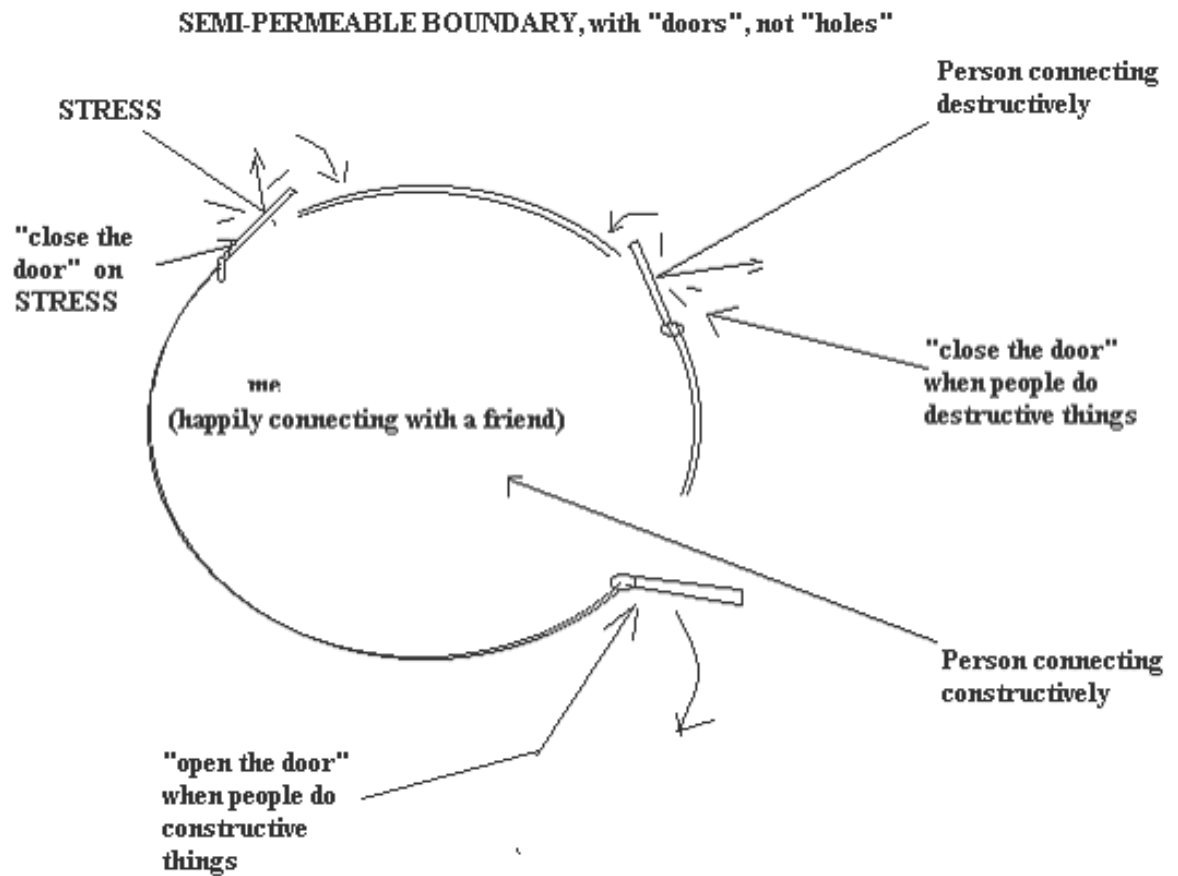
The boundary of someone who has been hurt or threatened chronically can sometimes develop a kind of “scar tissue”—thick walls for a boundary. This protects them in the future from stress and destructiveness; however, they become vulnerable to loneliness and starvation.

Maybe you have heard of the disorder, PTSD, or Posttraumatic Stress Disorder. Well-understood as a result of the study of war veterans from Viet Nam, studies of this condition reveal something striking. When a soldier would go on more than one tour of duty, but had been emotionally traumatized by the first, he would do quite well emotionally on the latter missions.

It were as if he had had a kind of “inoculation against stress” that protected him emotionally during future combat. You see, what he built in his boundary, is a strong WALL against stress. The problem arose that in these men now home for years or decades, they would find it difficult to open up to their spouses, to be vulnerable or reveal feelings, or to fully be able to love. Protected from stress, they would now also emotionally starve in loneliness.

Remember that personal boundary has all the exact same features as the border of a country. It keeps bad things out, but must also allow good things in. These boundary walls are an example of a boundary that does not work well. A nation like this is isolated from the world community just as an individual with this kind of boundary is isolated from the social surrounds. This situation is just as immature and unhealthy as having HOLES.

The Mature Personal Boundary and Politics



The most mature personal boundary has "DOORS" rather than holes or walls in it. The human skill of combining your decision-making with your boundary function to decide when to open and close its doors is called **POLITICS**.

High health is to open your "doors" to *constructive* ideas, emotional energy and behaviors, and slam it shut on *destructive* ideas, energy & behaviors.

Have you ever known someone who "holds a grudge"? Or a couple that has a minor fight and then decides to break up over it? Or someone who says, "My way or the highway"? All these people are using **WALLS** in their boundary instead of **DOORS**.

If you think about the most mature relationships you know, you'll find that they are the ones in which the two people can "agree to disagree". This can only happen when people have the ability to have DOORS in their boundary instead of all HOLES or WALLS.

If you think about how many people want their spouses to be mirror images of themselves and won't tolerate less, these people have all WALLS—saying "no" to everything unique and different about their partner. And if you know people who tolerate any possible kind of behavior in their partner, these people have all HOLES in their boundary.

But mature adults with DOORS in their boundary are able to stay committed to another, and yet decide to *open* the door to good constructive behavior, and *close* the door to bad, destructive behavior in their partner. The hitch is that they don't hold *grudges*. They are able to open the door up again when their partner changes back again to doing good things, or things within the first person's preferences.

Doing things that are not always, but often within the preferences of your partner is a desirable thing, or else why are you together in the first place? Might as well be "just friends" or acquaintances.

Luckily, we can learn a sophisticated way of using our personal boundary with others, where we open and close a door to them depending on whether they are being win/lose or win/win in their behavior.

I once heard it said that in ancient times, when there were battles, a warrior could fight with a sword or a shield. However, he would soon find that in using his sword, he would quickly tire out. Using his shield would protect him from the enemy, but he would not tire though his enemy WOULD. Your personal boundary is your *shield* in relationships.

Think about it. In a relationship in which you have some major disagreement—or a business in which there is difficult negotiation—you can just keep using your shield, the boundary. Your sometimes-friend-sometimes-foe will have no choice but to either gradually, slowly get along better with you, or else go away if they offer nothing but destructiveness. All human beings are sometimes constructive and sometimes destructive. In this way, you can stop holding grudges and cutting potential future friends out of your life, because all people are capable of change and adaptation.

We are all capable of turning it around and doing right—every moment of every day. And nowhere is this more important than in our close relationships. Especially marriage. People can turn constructive at any moment, and you must be the judge as to whether there is a trend toward the better.

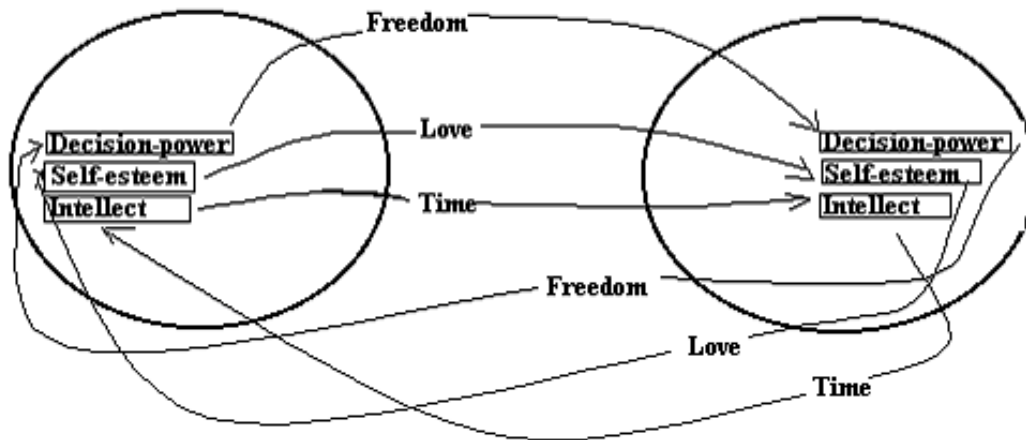
So when you are in ANY kind of relationship—friend, spouse, business partner or client—imagine having doors that can swing open to constructiveness and close to destructiveness. Commit over time to open, close, open, close to this person—all dependent on whether the immediate “deal” on the table benefits you both (constructive), or only ONE of you (destructive). Sooner or later, they will either be your greatest ally, or will be gone from your life. And either result is acceptable if you agree that suffering is the wrong way to go.

We are complicated creatures aren't we? And whole nations are complicated collections of us complicated beings. Yet, the large-scale view of the boundary of a nation functions no differently than the small-scale anatomy of a single human cell. The semi-permeable membrane that is capable of letting only good things in, and keeping bad things out, works like the discriminating work of a customs-and-immigration service, or like the simple DOORS in your very own personal boundary.

It is over the edge of a personal boundary—like the interfaces of a computer with the internet—that we engage in commerce or trade with others.

Currency & the Economics of Psychology

The CURRENCIES of LOVE, TIME, and FREEDOM



We all engage in the *POLITICS* of psychological *TRADE* with each other every day—only we do not trade with each other in paper currency. We have only three psychological resources with which to do trade:

- Self-esteem (positive emotional energy)
- Intellect (information)
- Decision-making power

Each of these has a currency attached to it, once it is placed out “on the table” in a “deal” with others.

- LOVE is the currency of exchange of self-esteem.
- TIME is the currency or COST of exchange of intellect or information.
- FREEDOM is the currency or cost of giving away decision-making power.

Think about this amazing, invisible world of psychology! We do *psychological trade* with each other every day!

Sometimes we trade some of our currency of *time* for *love*, as when we tell our kids a bedtime story. Sometimes we trade some of our *freedom* for *time*—such as when we become an apprentice at a skill and do the drudgery-work like a medical student to an established doctor—to find that we are more efficient at *time* use due to the new knowledge a mentor gave us for our obedience.

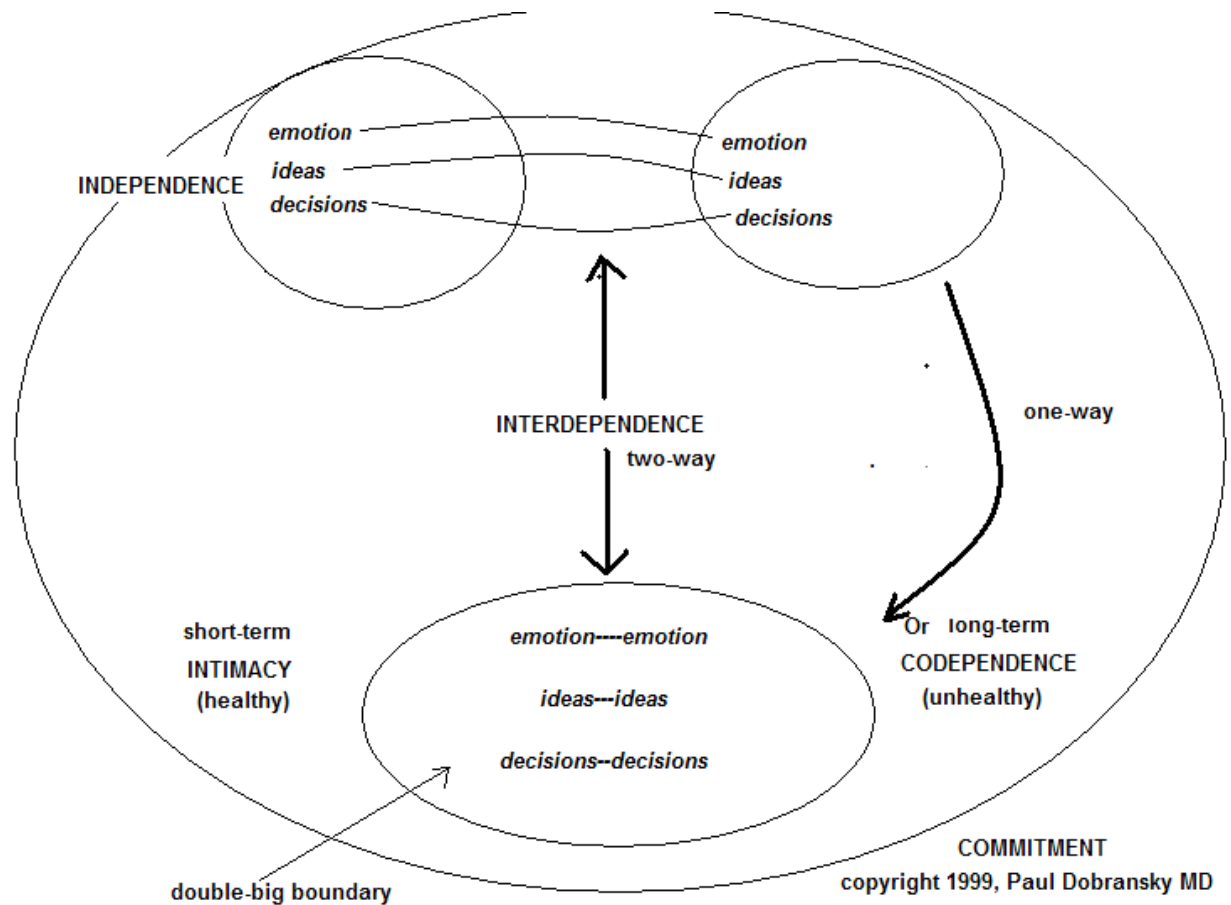
Finally, you surely know that all of these things equal money if you are EMPLOYED by someone else. You exchange a certain amount of your freedom if you have a boss. By definition, bosses make more decisions about us than WE get to. Of course we also put our time and energy into the job, and get a salary in exchange.

Are you getting a fair deal in your psychological TRADES!?? Doubtful. Why? Because up until now you have not likely been very aware of the tiny details of your boundary. Only with a great, mature boundary can you get good “deals” in life.

“Time is money”, they say. But time is money and freedom is money and love is money, and love is freedom, and freedom is time, and money is freedom for some people. It is all just currency and whether you trade a particular one for a particular other all depends on those little things called your *preferences*.

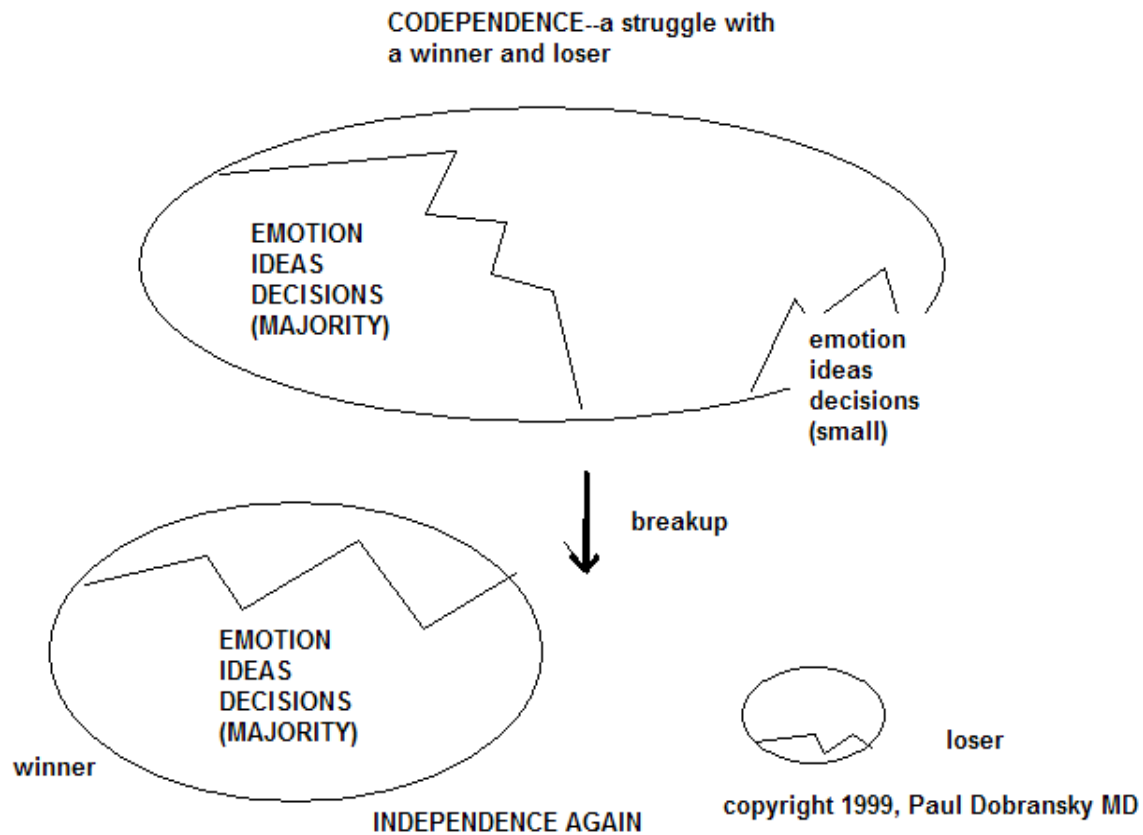
Some people would love to trade their *French francs* for *American dollars*, but would never be silly enough to trade their stable *Japanese yen* for the inflated *Hungarian forint*. To be of highest character and good health, make only CONSTRUCTIVE DEALS with others, in only the particular currencies you want or need, and in which you open up only to “WIN/WIN” deals that benefit both you and others.

Interdependence: the most mature function in relationships



When people first meet, they are still independent. They find they have synergistic emotional energy, similar ideas, and finally they start sharing decisions. They *decide* to go on the same date, marry in the same chapel, and have the same kids. Now they are INTIMATE and share INTIMACY, *pooling* their currencies. But if they remain stuck there, it is called CODEPENDENCE. Maturity, however, demands us to be able to bounce back and forth between intimacy and independence, a state called INTERDEPENDENCE—able to agree to disagree, able to go do one's own thing and hobbies at times, but still have COMMITMENT.

Codependence



When two people become “stuck” in intimacy, they are seduced by the illusion of doubling the size of their boundary, resources, and imaginary, instantaneous personal growth, but also have lost the boundary between each other, and with it, the power to say NO or tolerate hearing NO from each other.

When this happens, they find it hard to return to INDEPENDENCE and still have a relationship. COMMITMENT is missing from the system.

Soon, one person finds themselves stronger than the other person, and may start to “hoard the currencies” all for themselves. Why? Because the currency is just sitting there, unprotected and waiting to be taken! It is simple human nature: we see what we want, it is freely available, and we take it—no boundary is marking it off as belonging to the other person.

Usually, the natural history of such a relationship is for one person to “bully” the other until most resources are gathered in their corner of the “shared” boundary. Finally one partner “ejects” the other from the system when they have taken what they want.

Codependence is the last thing you want in your relationship or marriage, and it is the last thing you want in your life.

I remember the most touching and profound wedding I have ever been to. My friend Natalie was getting married in Cabo San Lucas, and none of us could figure out why in the world it had to be held there. Yes, she and her fiancée had vacationed there several times and loved the sun and the ocean. But while many of us cringed at the expense, we were bound and determined to attend anyway.

Natalie’s mom has passed away from cancer several months back, but she had given her blessing when she was still alive and Natalie had become engaged. And while we all cavorted in the tide, or went fishing for tuna and marlin, there was still an inexplicable sadness the whole week, which none had dared give words to, or acknowledge openly.

The ceremony itself was wonderful, held at sunset right at the Oceanside, Nat's brother, an attorney officiating. And when that same song I'd heard dozens of times started to play, I thought hard about what words I might say to honor the couple at the reception.

The tune was Pachelbel's Canon. One of the most beautiful pieces ever composed—but hearing it again for the fourth time at the fourth wedding I'd attended that year, I tried to listen with new ears. I got in the present moment and just listened. Why was this music—a “canon”—played at countless weddings around the world?

It occurred to me that a “canon” is something like “row, row, row your boat”, a piece played with a simple, repeated melody strummed in countless variations until it reaches a perfect climax.

I walked out to the pier after the ceremony and before the start of the reception, where the mood was one of hushed jubilation. Then it struck me.

Isn't a “canon” much like our relationships? At our core is our basic temperament, and passions, and preferences, and underneath them all, a mission in life—a thing we were meant to do that none other in the world was meant for but one solitary one of us? Like a melody. And in each relationship we enjoy, or despise, or endure, and eventually end in haste or in friendship, isn't that melody underneath played with a slight new variation each time. A slight change in our song with each relationship if we've learned from the prior ones? That is until the climax moment that we are truly ready for marriage and have found “the One.”

I thought on sharing this with Natalie and her husband, but there was something missing. A second thing hit me square in the face.

Of all the lessons taught me by my professors of psychoanalysis, there was one odd and interesting one that sprang up. Dr. Peter Silvestri had once told me that of all the dream analyses he'd done, there are no universal symbols to interpret. That is, every symbol in a dream means only something for the DREAMER to decipher. "Except for one," he'd said. "For some reason, the symbol of water always signifies the presence of 'Mother'."

Ah, it was so true. A hundred people had come a thousand miles to be at this place on a peninsula called Cabo San Lucas, almost entirely surrounded by beautiful soothing water. And to my mind, for all our avoidance of the subject, not a mention of her publicly on such a joyous week, Natalie's mother at least in symbol was all around us. She was watching, enjoying, soothing us, and deserved to be mentioned and honored there too. And she was that night.

Do you see the importance of interdependence now? For all the magic and imagination of romance, we cannot afford to "not be ourselves". Our romantic lives and history of friendships are simply "canons"—beautiful music unfolding day by day. Each encounter with another person, a playing of our simple melody with just a slight new variation unique to that moment and that pairing of two souls in encounter. But that same identity we carry with us all the days of our lives is still there, always underneath. The melody.

If you have hobbies, and differences with people, which you always will, you STILL cannot afford to not be yourself. Your body and soul will not allow otherwise anyway. Your melody will play in your every movement and breath whether you like it or not. It is a music, a set of symbols that describe us, a color, a feeling, a belief.

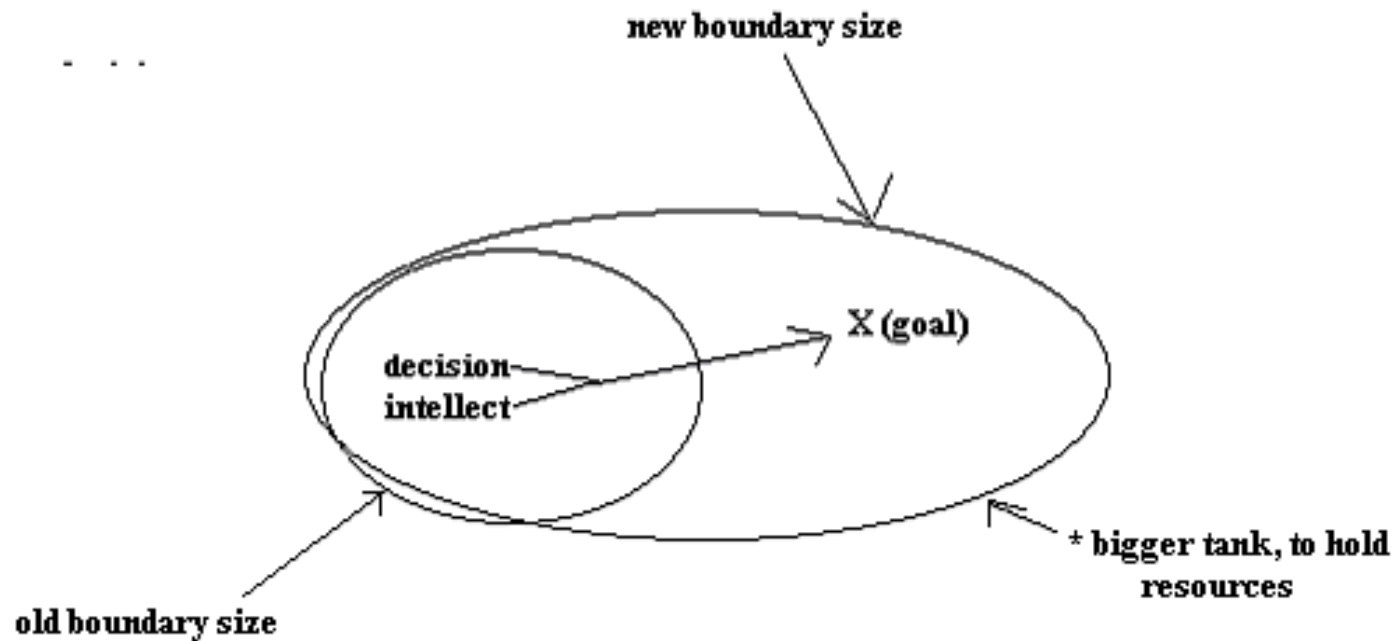
There are times when you will have to act INDEPENDENTLY even when you are in a committed relationship. Your melody demands it. Times when you cannot agree but still are meant for each other. And when we get into CODEPENDENCE, when we can't find it in us to say NO to another, to go "do our own thing for awhile", we betray ourselves and our music. But no matter—for all the suffering that codependence is and causes, the melody eventually comes out anyway. It cannot be denied—in life, and maybe even AFTER life. Our symbols, our songs, and our dreams touch the lives of others no matter how we try to control, and manipulate and author that contact.

As an immature system and by definition, CODEPENDENCE is a WIN/LOSE situation. It creates the illusion of doubling the size of your boundary, an illusion that resembles *success*.

But INTERDEPENDENCE lets us relax, be honest with ourselves and others, and inevitably leads through all the musical notes and symbols of life, to the one meant just for us. That is the real success in relationships—the one that takes time, patience, attention to serendipity's offerings, and the willingness to act on them.

Success

REACHING GOALS, and Growing the Boundary Size



When we approach a goal using our inner resources that we DO CONTROL and reach it, it is not a goal anymore. We “own” the goal, we have EXPANDED the size of our boundary, and the real control that we have over our environment—both physical and psychological.

As we learned, SUCCESS does not equal HAPPINESS. Success is simply a bigger boundary, where we have met our *goals* through using our intellect with intelligence. Happiness, or BLISS is different—it comes from filling up that boundary with positive emotional energy, called self-esteem. And FREEDOM comes from filling up your boundary with even more WISDOM—a combination of conscience and intuition.

Success is REAL, but codependence produces the *illusion* of success. See, in codependence, we have actually BORROWED someone else's boundary. Not good. To find *real* success, we need to learn how to use *intention*, a combination of decision-making and intellect. We cover this later in the book.

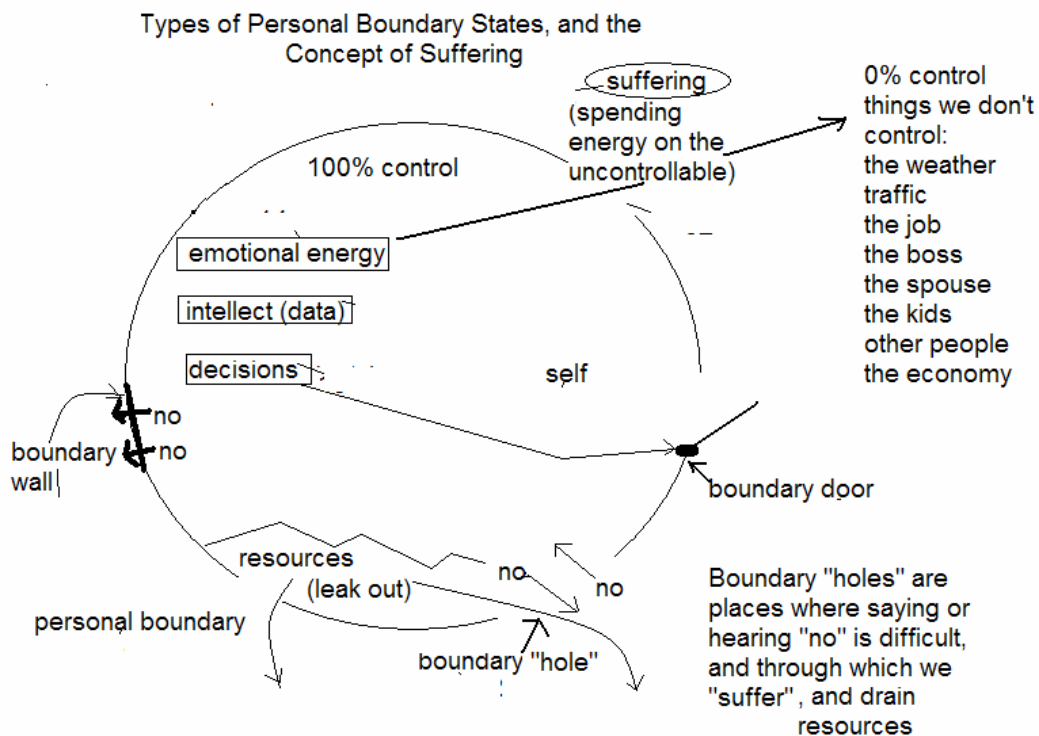
You might now really begin to see how a person can be happy but not successful—this is a person who has a boundary *full* of good emotional energy (or self-esteem), but it remains a very *small* boundary.

Likewise, you might see how a person would be successful but not happy—they have a very *large*, but *empty* boundary, with just a trickle of positive emotional energy inside.

The interesting thing about life here, is that none of us has JUST holes, or walls, or doors in our personal boundary. We have a collection of all three. So we might have holes in our boundary for our friends, but overconservative walls about our education—allowing no new ideas in us. And yet further, we might have mature, wise use of DOORS regarding our finances.

We can be “a mess” in some areas of life, and then again be very mature and well-functioning in other areas.

PUT IT ALL TOGETHER AND HERE ARE ALL YOUR BOUNDARY FUNCTIONS:



You need only start to learn your IDENTITY, your PREFERENCES and BELIEFS in the various areas in life, and decide which ones are in need of work on the HOLES and WALLS which try to cover them.

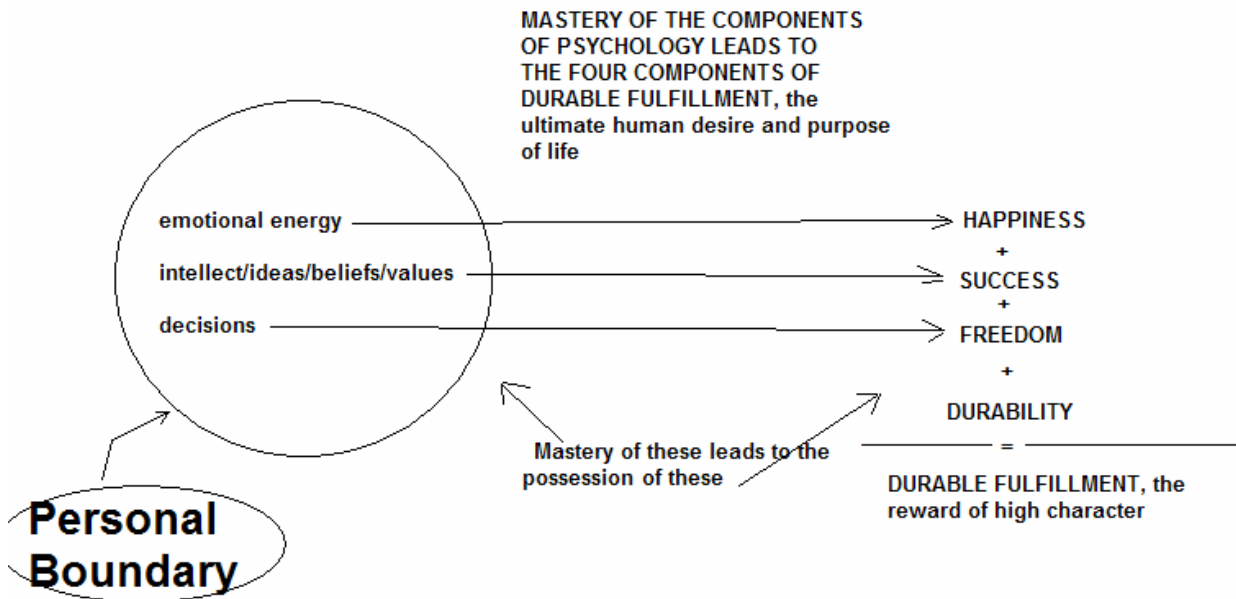
Large general areas might include such classes as *marriage, family, career, money, hobbies, spirituality, health, creativity, and community contribution*. Learn to stop *suffering* in the areas in which you have HOLES, stop “trying to control the uncontrollable”, and learn to say NO and hear NO in these areas more gracefully. Learn to say YES more often in the areas in which you feel you are *starving* for ideas or love—areas of life in which you feel *lonely*. These are your WALLS.

Finally, replace these hole-and wall areas with DOORS, by conscious, judicious practice at knowing your preferences, then knowing the difference between constructiveness and destructiveness, then finally by practice saying NO to what you know is bad for you, and YES to what you know is good for you. Do this, and you have the personal boundary of a Tortoise—you have a perfect tortoise-shell, a mighty shield, a healthy cell-membrane, and the most civilized personal “border of a nation” that can be had—all in YOU.

Once you’ve done all this practice work, you are well-fit to interact with the world. It is as if your computer’s interfaces are now all plugged in and firewall-protected. You are free to really enjoy the world from your desk, via the internet, email, and weblogs, all without a worry about viruses and spam, hackers and adware.

Just think—if in business we go to such extremes to protect our intellectual property and corporate secrets with all this gadgetry, how could we not want to do the same with our psychology? With great boundaries in your individual self and your business partners, employees and coworkers, you have minimal political, cultural, or customer service problems. Now you have a real science to operationalize those ideals!

Now you have mastered the Personal Boundary, and can have the “Durability” part of Durable Fulfillment



- We have learned to use the boundary to block stress, to open up to psychological COMMERCE when it is CONSTRUCTIVE, or WIN/WIN.
- We have found the way to make ourselves “durable” in life then, to be able to hold onto all the good resources we are about to learn to cultivate.
- We also now understand that for any portion of a problem in life that sounds VAGUE, the personal boundary is the answer. Why? Because when our boundary is riddled with HOLES, those holes make the shape of our identity vague as well. WE are the problem when things are VAGUE.
- So do a check on your “problems”. Is there any vague descriptor about them, or is the term “weakness” or “transitory” or “flash in the pan” involved? If so, go to your boundary and examine for identity properties and durability properties. Where do you SUFFER, trying to control the uncontrollable? Stop it. Next, are there areas of life, or people or situations for which you have HOLES or WALLS? If so, practice turning them into DOORS and see what happens. Next, how is your COMMERCE working with others? What do you trade and what do you get back? Is it what you NEED? And is it a fair, win/win deal? And in your relationships that pertain to the problem, are you too CODEPENDENT (holes), or too INDEPENDENT (walls)? Learn to be INTERDEPENDENT (doors) instead.
- Now to learn of the THREE INTERNAL RESOURCES that we store in our personal boundary “tank”.

CHAPTER SIX: The Anatomy of Decisions

Decision-making is the first INNER resource of three that we are going to cover in detail. We have already discovered how “decisions are the definition of life”—that what makes our *identity* unique from every other person on earth comes from the *sum total of every decision we have ever made*.

We *decide* on our preferences, and then find that we use our boundary to ENFORCE those preferences, giving our identity its shape, and then *store* the result as data describing our *self-image*.

Decisions are more than the definition of life. Much more. They are also the *definition of growth and maturity*. Decision QUALITY marks how far along we are in psychological maturity, and there is an exact way of measuring that. The more *mature* we are, the closer and more equipped we are to have Durable Fulfillment, our life’s mission accomplished.

Decision-making is our “microprocessor”. Many people get caught at a young age in a kind of pattern of decisions that is characteristic of that level of maturity they are at—these are called Ego Defenses. Psychoanalysts use these, trying to analyze them for a patient, and get them to break up and find more mature defenses to use. You have used or heard of someone using a “victim attitude”, holding grudges, being passive-aggressive, being a gossip, seeing things in “black and white”, blaming others for their problems, or the one we already learned about—denial.

These are all Immature Ego Defenses, and they are simply, habits we make for a certain style of decision. The person has a primitive microprocessor—it gets the job done on your computing, but in an inefficient, primitive way. Part of your goal for your decision-resource though is to make them into more mature styles, which cause society to grant you more *freedom*, the second reward of Durable Fulfillment. Mature Ego Defenses are like an advanced, efficient microprocessor that gets a whole lot done accurately and easily, without suffering much.

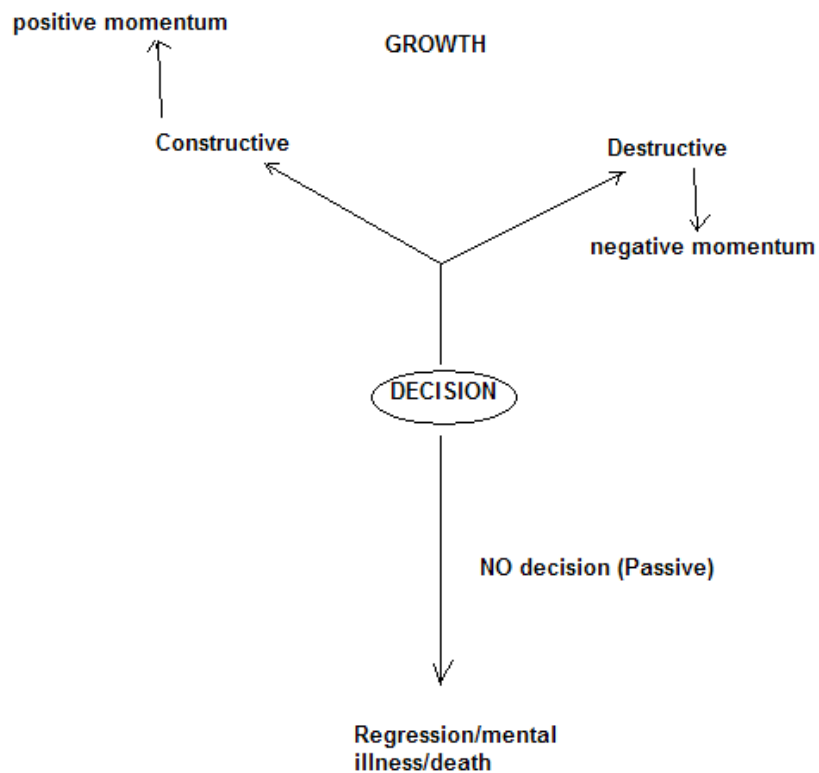
Have you ever waited on the phone for a computer company's service desk to help you with an impossible problem that has shut your computer down? You wait a half-hour, an hour, and find they still can't help you? Frustrating? Don't do that. Develop an advanced microprocessor for yourself that almost always works perfectly and doesn't need maintenance.

There are several aspects of decisions that we need to learn in order to master them:

- Decisions are responsible for our *growth*, when we use Observing Ego to analyze them.
- Whole collections of decisions that are similar in nature, that then go “underground”, and on “autopilot”, are called *habits*.
- Every decision you have ever made has been either *destructive* or *constructive*.
- Which means that there are also destructive and constructive *habits*. These are the same as what psychoanalysts call immature ego defenses and mature ego defenses.
- Destructiveness is what is called “win/lose” thinking and behavior, an immature, childish mode of being that sees the world as a place of *scarcity*, where there isn't enough good currency to go around.

- In this *destructive* mode, also called *narcissism*, you can't feel good unless someone else feels bad, and you can't be "right" unless someone else is "wrong". It is the force of childishness, criminality, and even what theologians call "sin" or "evil" in the world. The Rat and Hare in our fable used this mode exclusively.
- Constructiveness is what is called "win/win" thinking and behavior, a mature, patient, team-oriented mode of being that sees the world as a place of *abundance*, where there is enough resource currency to go around for everyone.
- In this mode of decision style, a person sees every action they do as potentially also useful to others, and sees opinions wide and varied in the world, in a way where "all of us are right". In that sense it respects the boundary of others and their inalienable right to an opinion.
- It is the force of civilization and moral growth, headed in a direction toward a kind of decision balance called *wisdom*. The Tortoise in our fable exclusively uses this mode.
- Decisions exist on a SPECTRUM of function, fed by two sub-types of resource, called INTUITION and CONSCIENCE.
- Conscience is an inner resource that represents one end of the spectrum of decisions. It is our sense of morality, right vs. wrong, ethics, and amounts to a sense that tells us whether we are BEING destructive or constructive.
- Intuition is an inner resource representing the other end of the decision spectrum. It is our sense of "shrewdness", or being "worldly-wise". It is a kind of sense of estimation of various kinds of environments, to know which ones are likely to be destructive to us, and which are likely to be constructive. The middle point of these is called *WISDOM*—a balance of *conscience* and *intuition* perfectly balanced to the requirements of the environment, with the desires we have inside.
- When we have *WISDOM*, society wants to give us more and more freedom, because almost everything we do BENEFITS society through win/win behavior.
- Later we will learn how our decision-making resource combines with our intellect, to create *INTENTION*, a kind of perfect target-sight or compass that flawlessly gets us to our goals.
- Our decision-making resource is like the microprocessor of a computer, quite a powerful thing. And YOU are going to learn how to design your own.

A Deeper Understanding of Decisions: Our FIRST Inner Resource



Remember every decision has a destructive or constructive outcome, for you or for others or both. Destructive decisions are WIN/LOSE behaviors, ideas or emotion. They are immature and of low character.

Constructive decisions are WIN/WIN behaviors, ideas, or emotion. They are mature and of high character.

Destructiveness produces NEGATIVE MOMENTUM for your personal growth. IF you had some upward movement and growth, it will slow and can start to go backward if you are destructive enough for long enough. Then you “regress” to a lower state of life. Your immaturity in effect has you feeling “less alive”.

Constructiveness produces POSITIVE MOMENTUM for your personal growth. If you had some downward movement and REGRESSION, it can turn around eventually with through constructiveness.

Remember that since biologists define “life” as an “entity with decision-making power”, making any decision makes an individual grow and feel “more alive and free”. Making no decision at all causes an individual cease to grow and feel “less alive” even more quickly than destructive decisions do when they cause us to “regress.”

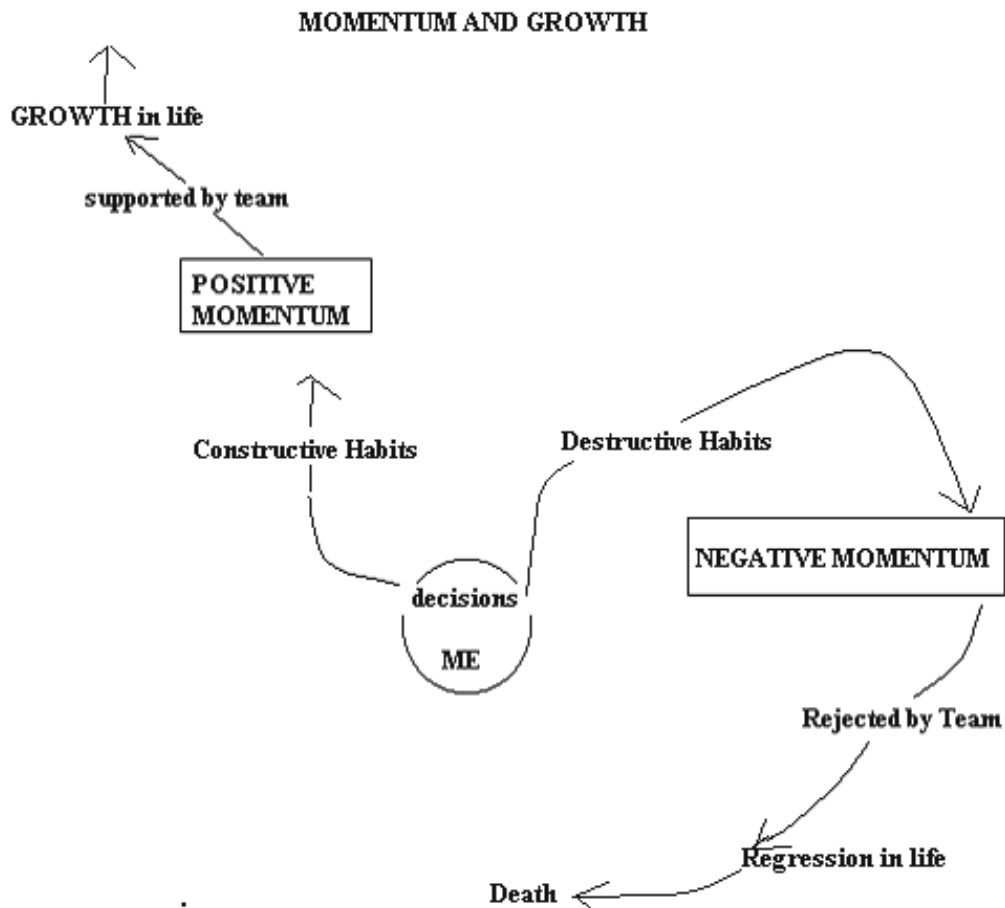
The Rat in our fable made no decisions, and quickly felt less alive—a kind of destructiveness in absentia. E.g. “The most dangerous man alive is the one who does NOTHING.” Now the Hare in our fable is a definite destructive decision-maker, and habit-maker. He thinks he is really “living high”, but burns out fast. But the Tortoise is the constructive decision-maker in us—he is the most alive of us all. USE your Tortoise power.

MOMENTUM is what carries the Tortoise across the finish line. Positive momentum. In physics, momentum is classified as “weight times velocity”. This means that we can build a kind of momentum by either having more “weight” to our resources, or else more efficiency in using them even if we have less total “weight” to them.

Think of this physics idea of momentum in terms of your HABITS. They carry momentum in them. Habits are clusters of decisions of a certain type, all with something in common. If you have made a TON of similar decisions, then you have a lot of “weight” to the habit, giving it momentum. And if you tend to make those similar decisions quickly and efficiently, you tend to further accelerate that habit.

Getting more “weight” then in turn can eventually give you more velocity, and getting more velocity gives you more chances to pick up new “weight” to the habit over time. It applies to both negative and positive habits, the cycle going round and round for the better or worse.

Habits: Repetitive Automatic Decisions of a Certain Style



- What leads to this concept of MOMENTUM, as far as WIN/LOSE (destructive) VS. WIN/WIN (constructive), is called HABITS.
- HABITS are sets of automatic decisions of a particular style.
- The natural history of win/lose DESTRUCTIVE HABITS leading to NEGATIVE MOMENTUM is that society or one's team tend to REJECT WIN/LOSE (destructive) behavior. E.g. Criminality.
- The natural history of win/win CONSTRUCTIVE HABITS leading to POSITIVE MOMENTUM is that society or one's team tend to SUPPORT WIN/WIN (constructive) behavior. E.g. "servant leadership".

Think on this for awhile. We can make mistakes and then make new kinds of decisions on the next try, adjusting our course on the way to our goals. Doing this is a concept from science and mathematics called ITERATION. Iteration in mathematics is a way of approximating a target value using slight changes in a “formula” that we hypothesize will get us the value we want—eechk. So stuffy sounding. This just means that if we target a change in our lives and have a theory about how we could turn things around, we give it a go in repeated attempts.

FIRST we use Observing Ego to MEASURE the results; SECOND, we LEARN from them; and THIRD, we slightly tweak our aim for the next go-around. Do this until we have a RELIABLE formula for what works in our lives—one that can be used again and again to get the same outcome. A journal is great for this purpose.

Once we have used *iteration* as a tool to hone our formula for success, our decisions start to be routinely getting us good results in life—the environment is constructive toward us. Then we let that formula start to operate in the background, on “autopilot”. The iteration has led us to a *constructive habit*. So in a sense, the opposite—*destructive habits*—come from a degree of mindlessness about decisions—ones that we have used no Observing Ego to analyze and learn from.

Immature versus Mature Ego Defenses

Since we are talking about an operating system of the human mind, I want you to start thinking mathematically as well as scientifically. By the end of this book, you will understand how all human skills and behaviors can be reduced to formulas and equations. This is GOOD. If we can understand ourselves mathematically, that means that we can MEASURE our behavior digitally, and use FORMULAS with ITERATION to fix them.

EGO DEFENSES are like the circuit board of our computer's microprocessor. They are similar to a software program, only they cannot be changed easily or programmed—not without building a whole new hardware microprocessor. This is why people used to go to psychoanalysis—to get all new hardware without medication. So for your understanding, here is a first set of equations:

$$\begin{aligned} \text{Ego Defenses} &= \text{Habits} = \text{collections of decisions of a particular style} \\ \text{Immature Ego Defenses} &= \text{Destructive Habits} = \text{Destructive "Autopilot"} = \\ \text{Childishness} &= \text{Narcissism} = \text{Criminality} = \text{Bad} = \text{"Sin"} \end{aligned}$$

To get from these equations to the next one, we absolutely need Observing Ego to make changes in our HABITS, transforming the very nature of them. Doing so necessitates that we are in a *present moment* mindset to make the change.

$$\begin{aligned} \text{Mature Ego Defenses} &= \text{Constructive Habits} = \text{Constructive "Autopilot"} \text{ via} \\ \text{Observing Ego attention} &= \text{Spiritual Enlightenment} = \text{Virtue} = \text{Good} = \text{Righteousness} \end{aligned}$$

So the process goes from unconscious “Autopilot”, to conscious Observing Ego attention ability to our inner workings, to a *decision* to change to the more constructive, and with enough PRACTICE, building up enough “weight” to our MOMENTUM in the right direction, we then go on “Autopilot” again with a new, constructive habit.

Examples of immature ego defenses are “seeing things black or white”, denial, gossip, blaming others (projection and displacement), “resisting authority figures”, “holding grudges”, masochism (blaming ourselves rather than changing ourselves), “dependence” that carries hopelessness and helplessness to it—all along the lines of masochism. And lying, stealing, murdering, slandering, libeling, jealousy, cowardice, regret, revenge and all “seven deadly sins”, worry (making a mountain out of a mole-hill), aggression, sadism, manipulation, or any other destructive, win/lose way of being that hurts or uses others in order to benefit ourselves. You see why these are all called “defenses”—as they “screw others over” before those others get a chance to “screw us over”.

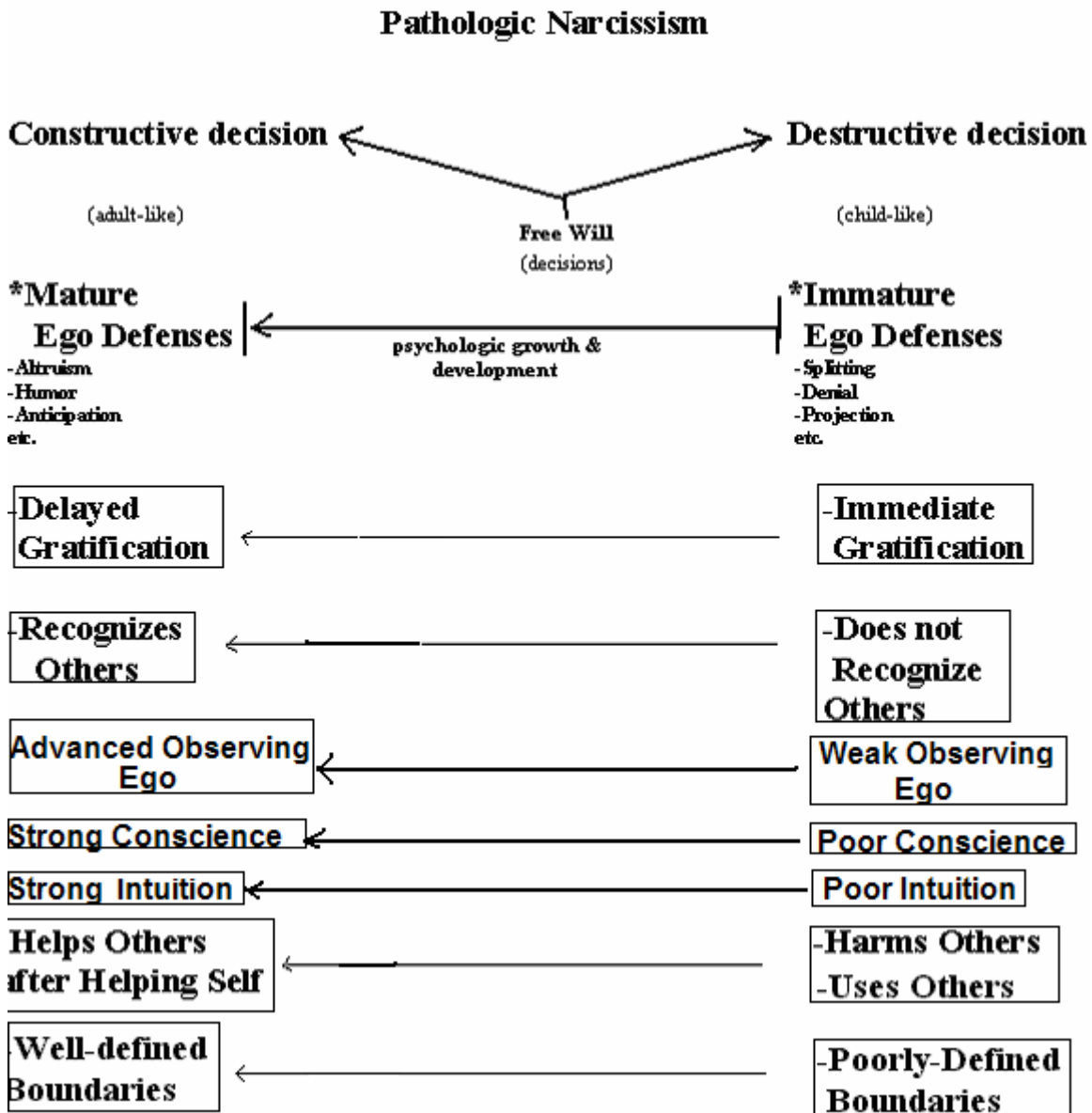
Immature ego defenses are a kind of collection of decision styles that often are PAIRED with holes in the boundary, as was already discussed in the case of DENIAL, one where we have DECIDED to view the territory beyond our boundary as somehow belonging to our control when it doesn't.

Mature ego defenses are fewer in number, but include the classic Altruism, Humor, Suppression (waiting to act until the time is right), Sublimation (taking an uncontrollable situation and re-working our energies and time to places that we DO control), Anticipation (planning ahead for future threats, an adaptive way of minimizing them), Assertiveness (going for what you want without hurting others), and Courage (facing fears, change, or risk, to “do the right thing” regardless of discomfort).

Notice how all immature ego defenses have TWO things in common—they are win/lose methods of habit, with poor boundary function (HOLES). Mature ego defenses also have TWO things in common—they are win/win methods of habit... and...

...mature ego defenses are always paired with good boundary function that has DOORS instead of HOLES or WALLS.

The Enemy of Decision Power: Pathological Narcissism



As we grow psychologically mature, we move from right to left along the diagram above.

Observing Ego promotes this process. As you know, by drawing a diagram of yourself you are automatically DOING Observing Ego—YOU looking at YOU. All the characteristics of child-like thinking are on the right, and mature thinking on the left.

Notice how we can get quite good at analyzing our own ego defenses or habits by using Observing Ego as our own “coach”. Notice how we can also simplify our growth by *symbolizing* all those wild habits into the terms, “win/lose” and “win/win.” Do your habits benefit both you and others? Then they are constructive and mature. Do your habits only benefit YOU? Or ONLY benefit others? Then they are destructive and immature. The symbols WIN/WIN and WIN/LOSE can then mean whole lists—thousands of kinds of behaviors all—in one phrase.

With *symbolic* thinking, we can simplify everything about psychology. We don’t need to know the situational details if we are always asking ourselves whether we are being win/win with our habits or actions.

Now it is time to learn about an amazing mathematician who pioneered work in the area of the behavior of economics—John Forbes Nash, famously depicted in the film, *A Beautiful Mind*.

Game Theory and the “Nash Equilibrium” in Decision-making

Going to the next level with our understanding of decisions will help you further get the meaning of that last diagram. The next level is how one individual’s decision-making plays out among GROUPS of people.

We almost NEVER make decisions that don’t impact other people—no more so than how sending a simple email from your computer might either infect their system with a negative virus, or brighten their day with a kind word!

John Nash was a pioneer in the area of a mathematical field of economics called *game theory*. This is an area of social science that concerns the economic behavior of groups of people engaging in commerce. However, in Mind OS™, his Nash equilibrium is a cornerstone of translating human behavior into the language of mathematics.

I would like to take it even beyond that in turning behavior into mathematically accurate visual diagrams! Game Theory and the Nash Equilibrium are marvels of modern thought in essence, because Nash’s ideas are simply in my view, the first *mathematical proof of a spiritual law*—namely, scientific proof of *karma*! You have heard of this term before in such old sayings as “what comes around goes around”.

Nash used the mathematical idea of ITERATION to approximate formulas that explain the human behavior of conflict and negotiation. If a formula could be proven mathematically, then it could be relied upon again and again to reveal the same results ahead of a social interaction. Isn’t it interesting how old or even ancient “common wisdom” sometimes ends up being proven by science or mathematics?

Here is what Nash says in his “Equilibrium”. He studied college students in a model game termed “the Prisoner’s Dilemma”—a game in which two opponents are pitted against each other in a pseudo-interrogation by the authorities. What was imagined is that they both were accomplices in a crime, but apprehended and interrogated separately.

Now the catch was that there were rules to this game. If you confessed to the crime and your partner in crime denied it, he goes free and you go to jail. If you deny the crime, and he confessed, then HE goes to jail. If you both confess, you both get parole, and if you both deny it, you both get the chair.

So the students were working in the dark basically about the mindset and intentions of their friend-and-simultaneous-foe. Isn’t that just like two acquaintances in business—who have very private boundaries—each containing private beliefs about the world and about their potential business partner.

Nash’s theory was vividly described in the film about his life.

A beautiful girl walked in the room accompanied by less-beautiful friends. Now if all the bachelors went for the best looking girl, they all would lose the social game—too much competition for one girl, and the other girls would be offended because no one likes to be “second best”. However, if NO ONE went for the best looking girl, and all paired off with the less-good-looking girls, most people in the room accomplish happiness in the social interaction—goals achieved. The theory was that “in any competition, the highest value is achieved when one does BOTH what is best for themselves, AND for the group SIMULTANEOUSLY. It’s the only way for “everyone to win”. So the idea of win/win behavior was born.

In the study of the students, Nash found that students created STRATEGIES based solely on what was in their own heads—their world view—not on the objective evidence in the environment. How could it be otherwise? The experiment REMOVED all objective evidence in the environment. After all, they were “interrogated” in separate rooms and couldn’t possibly know what the other was thinking. Sound familiar? Like a typical business deal? Or buying a new car? Or even relating to your spouse? We can never know EXACTLY what another person is thinking, nor what EXACTLY they believe. Not EXACTLY.

Although Nash did not connect the dots at the time with the field of psychoanalysis, those mysterious STRATEGIES students would concoct in their own heads were none other than the habits of thought and behavior known as *ego defenses*. The game participants were actually revealing their naked mental innards through the game.

Two prime strategies emerged on a spectrum of function—also familiar? On one end were those who used mainly “the Golden Rule”—students who would frequently confess to the crime out of the kindness of their own hearts. They were willing to give up their freedom so that the other person would go free, and maybe they expected to be magically rewarded for playing the victim. They would let themselves “lose” so that the partner could “win”, or would simply “give up the game” in frustration. Lose/win behavior just like that animal in our fable—the Rat.

These students QUICKLY lost the game. They never did get rewarded for playing the fool or the martyr. Sound familiar to your experience in career or business? Is there some instant reward when you give away your promotion, your bonus, and give the farm to others? No. This approach uses “too much conscience”, and HOLES in the personal boundary.

On the other end of the spectrum of strategies the students would use is what some have called “the Iron Rule”, or an “eye for an eye” (which is a dominant strategy in business today, isn’t it?)

These students would typically deny the crime every time. With each repeated interrogation, they hoped their partner would make the fifty percent chance of giving in and confessing—to get a compromise sentence of parole.

These “Iron Rule” students thought they could take advantage of the statistics. But in fact, the players would be informed of the outcome of each of a series of interrogations—and so their opponent would sometimes change approach. This Iron Rule strategy was also a win/lose mode of playing, but because of its aggression, the players who used it would at least temporarily have a series of wins.

Eventually, their aggressive, cut-throat method would be picked up on by the opponent-friend, and be shut down—met with the same Iron Rule strategy back. “An eye for and eye.” Which led to the electric chair. A temporary “high” of winning, but eventual loss for BOTH players. All by using WALLS in the boundary and taking the approach of the ultracompetitive Hare in our story—too “shrewd”, as if with too much intuition.

When this metaphor was applied to business, it became clear that NEITHER the Golden Rule nor the Iron rule was a winning strategy for long term benefits for all players. The Golden Rule only works if EVERY player in a system is doing it EVERY time. And the Iron Rule only gives temporary quick-fix wins at business. Making decisions in a group had to have another solution that gave the best results. And that was a win/win strategy that the Tortoise of our fable uses.

Half way between the Golden Rule and the Iron Rule was a point of balance. One where you try to compromise, like the boys in the movie going for the less good-looking girls.

The best outcome in the Nash Equilibrium occurred when a person, met with aggression, would subdue it with the Iron Rule, then ease back toward the Golden Rule again if the opponent-friend turned around to do the right thing—the constructive thing—to “forgive and forget”. In short, and in the words of Teddy Roosevelt, the finding was “talk softly, but carry a big stick.”

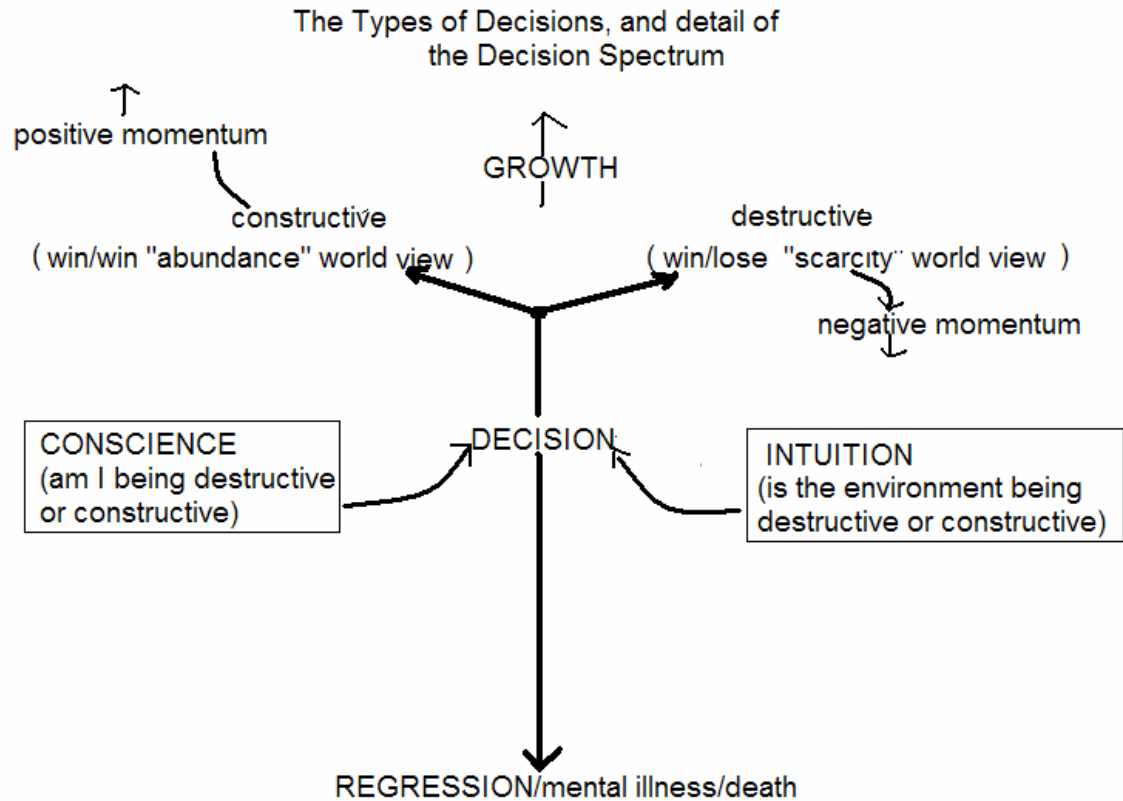
In business terms, one might also call the best outcome one where you use “both the carrot and the stick” where they are called for.

This fluctuating back and forth in strategy I recognized in Nash’s Equilibrium I realized to be the same as using a mature boundary DOOR, coupled with constructive decision-making—like a semipermeable membrane. The best outcome in business from the Nash Equilibrium is the same as the best outcome in office politics—to open the DOOR to *constructiveness* and close it to *destructiveness*.

Years later I would induce that the two ends of the strategic spectrum are very important because they are pure behavior classes. They completely explain the two contributors to our decision-making abilities—*conscience* and *intuition*!

Conscience is using too much Golden Rule on one end of the spectrum—too much naivete to match the social environment. Intuition is using too much Iron Rule on the other end of the spectrum—too much shrewdness and amorality to match the circumstance. Wisdom is using them both in appropriate alternation. So there is a spectrum of decision-making in groups of people (which we spend nearly ALL of our time in today).

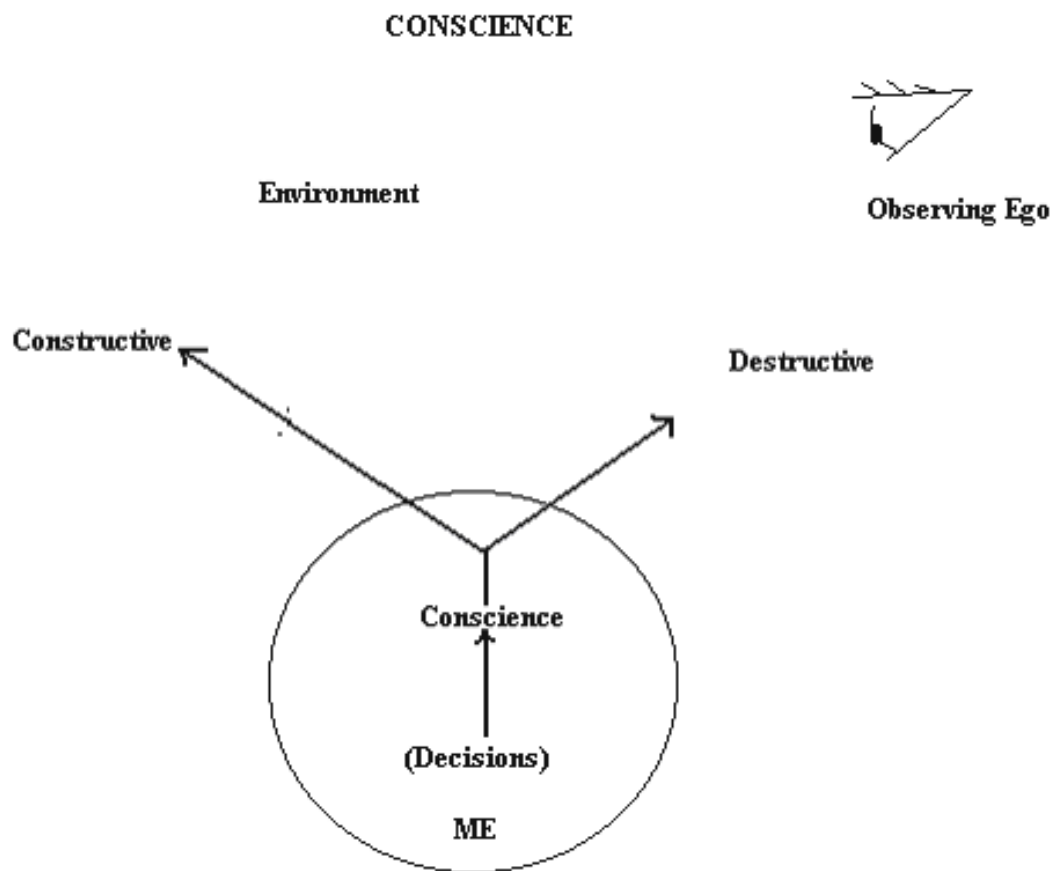
Simply put, conscience is an inner sense that we are doing right or wrong, being constructive or destructive. And intuition is an inner sense that the environment is being destructive or constructive back at us, prior to actually finding out the facts of what it is doing.



The students who used the Golden Rule did not have enough intuition to know that sometimes their opponent-friend was screwing them over—how naïve of them. And the students who used the Iron Rule did not have enough social conscience to know that while they were beating down their opponent-friend with such aggression, they were eventually to defeat themselves with such overly hostile negotiation.

“We are the world,” after all. We need each other in the long term, even though we compete in the short run. So the only way to “win” the game of life is to be like the Tortoise, and strive in our actions to benefit ourselves and others simultaneously. In the middle, balancing between, lies WISDOM.

Conscience



Imagine that you were just born, and now you are alive and have decisions to make. They are pretty clunky and trial-and-error at first aren't they—a whole lot more error than on target aren't they? We poop on the spot and crawl over to the hot stove to get an “ouch”, touch a wall outlet and get a “buzz” in our finger that is emotionally “shocking” if not physically so. And we stick our fingers in the cookie jar only to see this strange, giant shape called “mommy's back of the hand” which oddly causes us pain.

Mom's hand teaches us that every time we do that, the hand, and the pain come on our backside. None of it makes sense—it just slowly alters what our next decisions are.

Well, then further imagine that when we are born, we have inside our vague, blurry boundary, a set of two tanks—one marked “CONSCIENCE” and another marked “INTUITION”. Tell me: are they full or empty at the moment of our birth? They are empty. Keep in mind that by intuition, I do NOT mean animal INSTINCT, or REFLEX. There is no higher-order process to instinct that is hard-wired in us, like the reflex that pulls our hand away from the hot stove. No, I mean intuition to be a learned skill, the sense that arises in us BEFORE we venture into an environment or try something new.

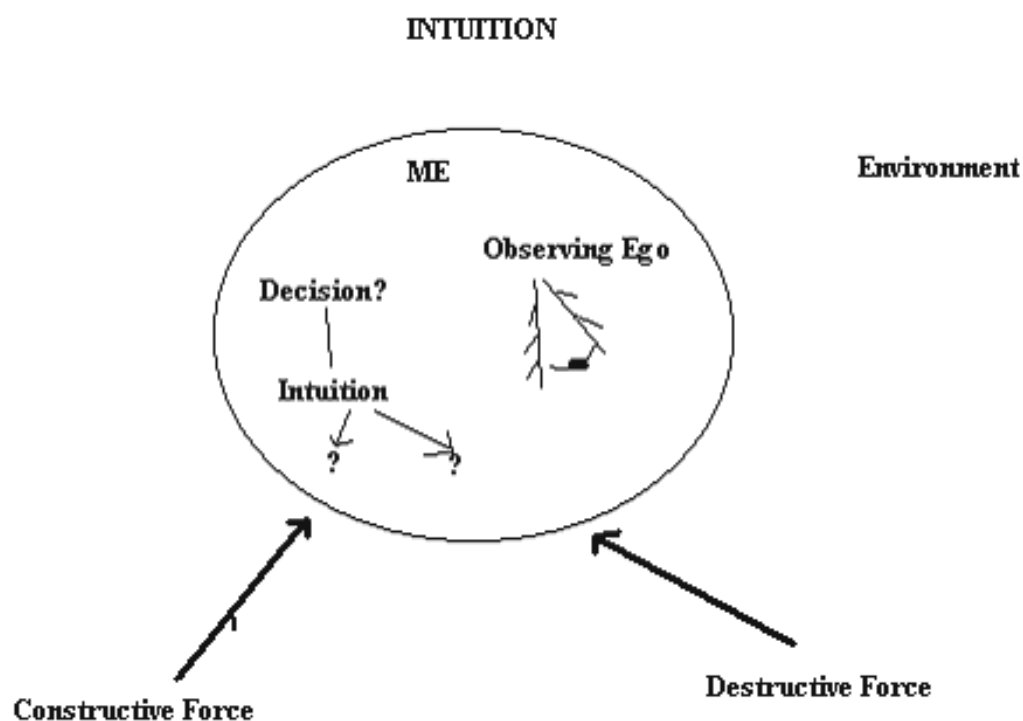
At our birth we have empty tanks of these two things. Yet it is life itself that fills us up with new conscience and intuition. Life is an endless series of decisions—each new decision we make can change the very structure of our microprocessor if we cast the eye of Observing Ego on the process itself.

With each decision we make, the result can either be destructive or constructive. HOWEVER, EVERY decision we make fills us up with a little new conscience and intuition. We are rewarded by every decision we make, REGARDLESS OF THE OUTCOME! And so just by USING our decisions, our “microprocessor” evolves!

This aspect of decision-making—that we have a self-evolving microprocessor by virtue of “being alive” and growing, is perhaps the single most important thing besides the existence of emotion, that separates us from computers. We are alive and they are not. We have the ability to cause our own microprocessor to upgrade itself, while today's computers cannot do that.

Conscience senses that our internal motives for an approaching decision come from an ethics that is destructive and win/lose, or else is constructive and win/win. So computers cannot have ethics. Only WE can. The same is true of our intuition.

Intuition



Intuition is a sense that the environment is about to be destructive (win/lose) toward US, versus constructive (win/win) toward US. While we can improve our own intuition with each decision if we use Observing Ego, computers cannot.

So another reason the definition of life is that it “makes decisions” comes from the fact that in being present-minded, we cannot LOSE in making any kind of decision. We grow this curious thing called *intuition* simply by making lots of decisions and learning from them through sampling lots of wide and varied environments.

Why? Because ANY kind of decision—that of the Tortoise or even that of the Hare—causes us to GROW psychologically by virtue of filling up our tanks of conscience and intuition. We fill with new information on morality and shrewdness.

There was a remarkable film that came out in 2001, called *The Count of Monte Cristo*. This story it is based on is considered perhaps the best novel of all time, written by Alexandre Dumas. In it, the hero, Edmund Dantes starts out life with a “good heart”, an almost child-like curiosity, open to people, and full of good ethics. He advances in his career as a sailor to become captain of a ship, but others are jealous of his reputation among people and especially of his beautiful fiancée. They take advantage of his NAIVETE, and betray him to the authorities for a murder he did not commit.

In jail for fourteen years, Edmund befriends another inmate, a priest, who teaches him all the shrewd “worldly wisdom” there is to be had. Before dying, this priest also gives him a treasure map to the most valuable treasure ever known to mankind. Armed with his new “shrewd” knowledge, Edmund escapes the prison, becomes wealthier than anyone you have ever heard of, and finds just vengeance against his former enemies.

What is it that Edmund Dantes built over his fourteen years in prison? By borrowing it from the priest at first, then cultivating it? INTUITION. He sorely lacked *intuition* about how various environments present challenges or opportunities—too “top heavy” on a conscience that is overly caring and sensitive to others.

The “treasure map” is a metaphor on guidance of character growth, and the “richest treasure known to man” is a metaphor for the rewards of that character growth—Durable Fulfillment. Edmund Dantes had one critical, childish flaw—he lacked *intuition*. But he found it in the treasure map to mature masculine power, far more valuable than the material treasure of Monte Cristo. In nurturing his character, he soon become “an old soul”.

Have you ever thought about different kinds of “aging”? There is chronological age that all of our laws evaluate us with by a moral standard linked to age—minors are different from adults. But then there is the “age” we are on the inside, in our psychology or spirituality. Did you ever notice that peoples’ psychological or spiritual age RARELY matches our “chronological” age?

Everyone has had a boss who cannot behave at a psychological age higher than age fourteen, or a brother who cannot behave older than twenty even though he is fifty, or a friend who is a “child trapped in a woman’s body”, or worst of all, a spouse who is forty on the outside, but only twelve on the inside.

No, ***psychological age does NOT match chronological age***. This is caused by what is called “developmental arrest”, where someone gets “caught” from time to time, stuck at a certain level of maturity even though chronological time presses on. Isn’t it strange then that we judge adult criminals by adult standards even though each and every one of them is really a child inside, with childish ego defenses or habits of decision?

Let's say that you really want a million dollars. Well, you have choices don't you? You can use all the characteristics of childhood—immediate gratification, destructive, win/lose thinking that sees the world as a place of scarcity, disregard for others and self-ishness, disrespect, lack of discipline, and go ahead with robbing a bank.

Alternatively, you could use adult ego defenses and methods—patience, delayed gratification, self-awareness (Observing Ego) and self-discipline, win/win, constructive thinking, respect of others and the idea of teamwork, to slowly build a business while making sacrifices—all to maturely try to make that million dollars over ten years. Only you'd find that you probably make TEN million.

All criminality is childish you see, and therefore, all destructiveness is childish—even wars. But all maturity leads out of being “trapped” in your current life—out into the freedom that spiritually evolved adults enjoy. Wisdom.

So because of the terrible human frailty of “developmental arrest”, a drift happens in the populace—how mature do you think a parent whose “psychological age” is fifteen can raise their children to be? That's right—fifteen. And how mature can a parent whose inner age is twenty-one raise their children to be? That's right—twenty-one. If those children then raise children—and even a smidge of “developmental arrest” occurs for them—then how old can they help their children to mature? That's right—even less than fifteen and twenty-one, respectively.

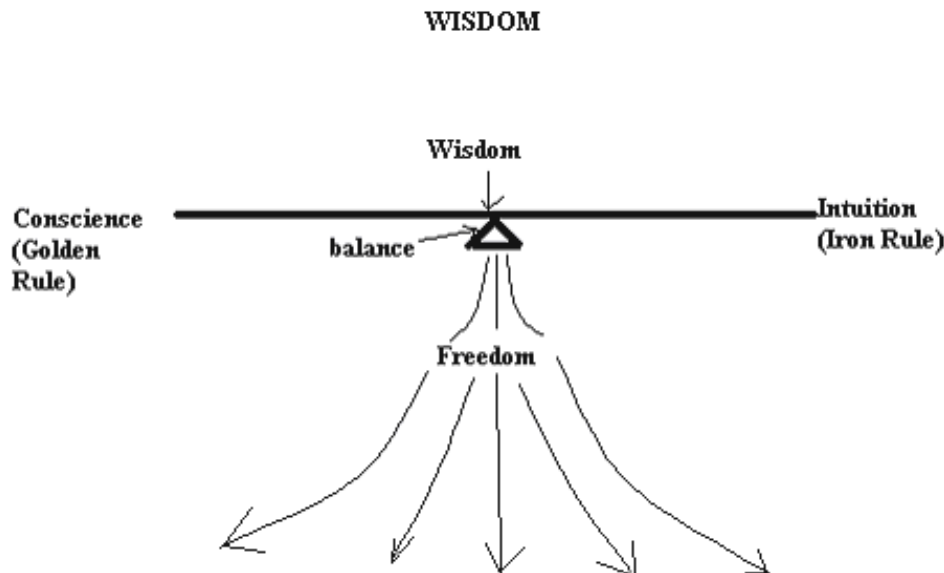
Except for the existence of WHAT?

That's right—Observing Ego that helps you evolve as fast as you can handle. And so all the forces in life that lock us out of the present moment mindset promote the downward drift of society's maturity. Even whole territories of the world can have a lower spiritual-psychological maturity on average than other areas of the world. Those forces causing this include having so many jobs that you never get leisure time to be in the present or even have a shared meal with someone. Forces of having so much advertising and mindless entertainment that cause you to pay attention to anything but your own personal development. And forces that make education and mental health treatment unaffordable, and even the very presence of mental illness like Posttraumatic Stress Disorder and Depression—which “lock” you in the past—or anxiety disorders that “lock” you in worries of the future.

Lock out Observing Ego and you stop making decisions, like the Rat. You stop growing and you are less alive—doomed to be trapped in what they call the Rat Race where no wisdom can be grown to free you.

Wisdom is what we all need—a perfect balance of conscience and intuition.

The Spectrum of Decision Making



- The spectrum of decision making has conscience on one end and intuition on the other.
- Conscience is an inner sense of right/wrong, or whether you are choosing to be destructive (WIN/LOSE) or constructive (WIN/WIN). Intuition is an inner sense of whether the particular environment you have chosen is likely to be destructive (WIN/LOSE) or constructive (WIN/WIN) back at YOU.

Freedom comes from having an equal balance of conscience and intuition, which is called *wisdom*. This wisdom IS the treasure of Monte Cristo, the way of Edmund Dantes, and of the Tortoise in our original fable. As we have learned, with wisdom, the community around us respects our decisions enough to give us even more freedom to make them—because everything we do benefits everyone. Both US, and OTHERS—win/win.

In that speech they give us on the airlines, about the oxygen mask that will drop down if we hit low cabin pressure, they always say to put it on YOUR face first, even before helping children. Why? Because that is *wisdom*.

If we were to give our mask away to one child—saving the child but losing our own life—then what good is that when we could have saved five more children AND ourselves by putting the mask on our own face first? It would be foolish, and lacking on intuition about the unusual, low-oxygen environment we were presented with—one we were never witness to before or will be again. We'd be high on absolute moral conscience—the Golden Rule—yes, but we'd also be naïve, and sure to fail in our good deeds eventually. When naïve and lacking intuition, we are incapable of amassing the shrewd support and financing of others to help us in our good deeds. Instead, we look silly, foolish, and impotently idealistic—and the support of the community evaporates.

If we were to scramble for the only working mask in low oxygen, even fighting the PILOT for it, how sorry would we be when the plane went down after the pilot died? We'd save ourselves for a few minutes, but would find that our very act prevented the pilot from dipping us down into the more oxygen-rich environment close to the Earth's surface. This foolishness would be the Iron Rule in action—win/lose—a temporary victory doomed to long-term demise.

Wisdom as balance of Conscience and Intuition in your Decision-making

What if you had a decision at hand, and the decision was, “should I fire a gun”? Is there a right answer? NO! It depends on not just YOU, but on the CONTEXT, the ENVIRONMENT in which you are making the decision, and the moral situation.

What if we added, “should I fire a gun in the suburbs?” Well, then the answer would likely be NO. If you did decide to fire the gun then, it would likely be a destructive decision that comes from either weak conscience (you didn’t care about the welfare of the neighbors), or else weak intuition (you weren’t shrewd enough to “know” that suburbia is a POOR environment in which to engage in such a decision.

But what if we had added, “should I fire a gun while I am with special forces in battle?” Well, then the answer would likely be YES. You would be well-trained to be a soldier—to not fire the gun might be thought cowardly and destructive to yourself, your brothers-at-arms, and to your country. NOT firing the gun might then show poor conscience. Also poor intuition would be indicated by lack of shrewd knowledge that the ENVIRONMENT may DEMAND that you fire the gun for your own protection and those of others.

Some people who are overly moralistic may tend to take the weight of the world on their shoulders and have too much conscience to match their level of intuition. Freud called this being top-heavy on “Superego guilt”. Other people are lacking in morals and overly weighted with shrewdness—knowledge of how various environments can be good or bad places to make decisions and go for goals. These latter people Freud might say were top heavy on “Id”—animal instinct. Like White-collar Criminal CEOs.

There was once thought to be a wisest man with a wisest decision of all time. His name was King Solomon and he was approached by two women, each of whom had claimed the same baby as their child. He thought quickly to solve the problem, and devised a secret test that involved both conscience and intuition. If these were present in equal amounts in one woman, then she was wisest. By definition, she would be the most mature, and therefore the most fit mother.

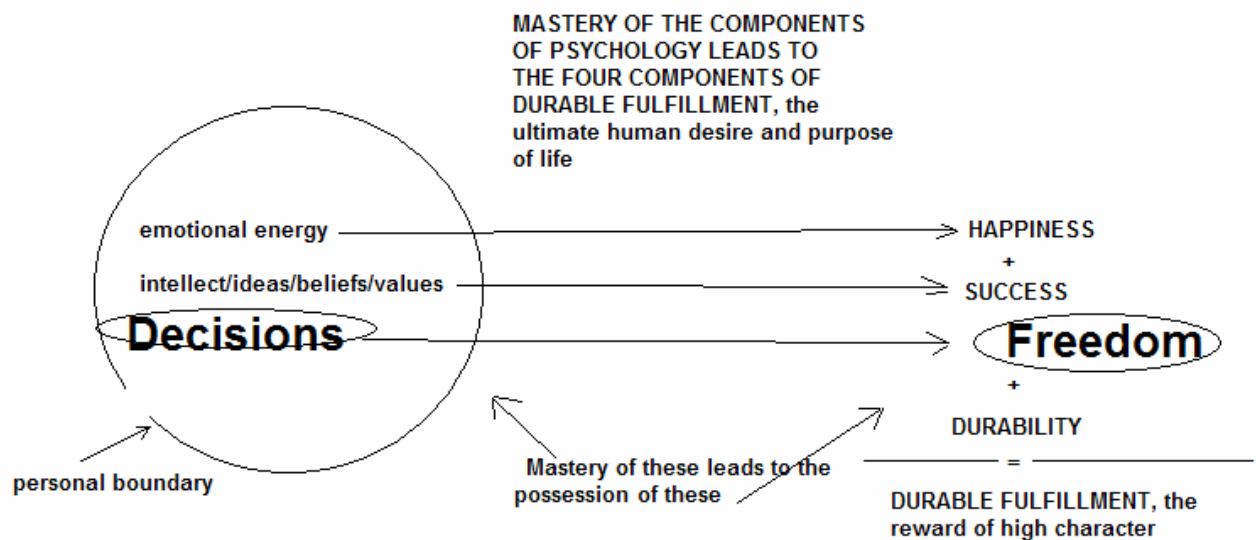
Solomon commanded a guard to “split the baby in two”, and gave them some time to think. One woman pleaded to the King, that he not enforce such a terrible command, while the second woman said that would be a just solution. These answers revealed to the King that the first woman had the superior conscience, though it was very foolish and naïve to go against the command of a powerful king. The second woman at least had the sense to go along with the order of this king.

And so a second command to complete the head-chopping was issued, pressing the women further. This time the first woman said to give the baby to the second woman—at least it would live for a time, but the second woman persisted in wanting the King’s order to be completed, executing the child. This second part of the judgment revealed to the King that the first woman also had the superior intuition—superior shrewdness, enough even to work around the edict of a king, appealing to BOTH his stature in society, while simultaneously saving her child’s life. This was obviously then the mother—the wisest and therefore the most mature. The king’s high wisdom found wisdom of the true mother, and only wisdom can recognize wisdom.

The baby was given to the first mother and she was set free with her baby.

WISDOM then is a perfect balance of BOTH *conscience* about moral rights and wrongs, and *intuition* that informs you shrewdly about all the various kinds of environments in which decisions could be made—which are likely to be constructive environments and which are likely to be destructive to you. Wisdom is a WIN/WIN way of doing decisions, and is a high mark of character and leadership. The reward is that society gives you even more freedom to lead with.

Now we have mastered the First Inner Resource: Decisions that lead to Freedom



- So now you know how to master DECISION-MAKING, the FIRST INNER PSYCHOLOGICAL RESOURCE stored in your boundary
- Therefore, you can achieve the component of Durable Fulfillment called, FREEDOM
- The wiser your decisions, the more society wants to reward you with even more FREEDOM to make decisions, even to become a leader

Return to the story that illustrates how wisdom is composed of BOTH conscience and intuition, and can LITERALLY lead to freedom. The Alexandre Dumas masterpiece, *The Count of Monte Cristo*, shows how the growth of balance between conscience and intuition can free us.

Based on the true story of a true figure.

Edmund Dantes was a ship's first mate full of moral conscience—so full that he was loved for his goodness by his fiancée, Mercedes, who would follow him to the end of the Earth. But so jealous of his regard in the eyes of his lady, his employer, and people in general, that three men conspired to frame him for murder and he was sent away to prison to die. Edmund's horrible lack of intuition and abundance of naivete—intuition's opposite—led him to be easily duped by a horde of destructive men.

While in prison, he met a priest who became his mentor, “lending him his Observing Ego” in the present-minded environment with nothing to do but learn. And learn Edmund did—about economics, politics, warfare, culture, philosophy—to the point that he “borrowed” the shrewd intuition ability of the priest until Edmund made it his own.

Escaping prison, Edmund was WISE, having culture and shrewd skill that now balanced his original high moral conscience perfectly. He went on to cleverly trap his betrayers legally, and justly—leading them to imprison themselves, or getting themselves killed. The priest had given him a treasure map, not the treasure itself, which further caused Edmund to grow skill at craftiness, until he found himself so rich he had every resource to dispose of his enemies, not through animalistic, win/lose revenge, but by justice.

Edmund Dantes got his freedom, then all the money that could be had, and even got his lady back. All by virtue of a balance of conscience and intuition called wisdom.

Well, in the pages that follow for the rest of this book, I would like to give you not one, but SEVERAL treasure maps to your own inner workings, the blueprint of your soul, the detailed plans for the rest of your computer's operating system—which now that you may practice growing *durability* and *freedom*, can grow the other two requirements for Durable Fulfillment, called *success* and *happiness*.

So to analyze this second building block of psychology in your “problems”, you need to realize:

- Decisions are the definition of LIFE. So if you make ANY decision, that is better than no decision at all. Don't be passive like the Rat. Be in the present moment, like the Tortoise, where you are fully aware and able to make decisions and have Observing Ego to help you LEARN from every decision.
- Examine the nature of your decisions that surround the problem. Do you tend to be destructive, win/lose, like the Hare, masochistic (lose/win) like the Rat, and see the world as a place of scarcity—and for you to be “right”, someone else has to be “wrong”? Or do you tend to be constructive (win/win), seeing the world as a place of abundance—where everyone can be happy, and everyone can be “right”?
- What about the problem makes you feel “trapped”, “controlled”, or lacking freedom? What ever that is, you need to fill your tanks of either conscience or intuition to solve it.
- Examine your conscience in relation to the problem. Did the problem arise because you did not examine your ethics or motives? Are YOU being destructive/amoral? If so, learn a lesson and use Observing Ego to stop that and be more constructive. Turn this into a habit of momentum.
- Examine your intuition in relation to the problem. Did the problem arise because you are being naïve? Do you fail to see which environments create problems for you by being destructive? If so, learn a lesson and MOVE to a more constructive environment, since you don't CONTROL environments by definition. Turn this willingness to move around into a habit of momentum. If so, the decision part of the problem will be solved and you will have freedom about it.

CHAPTER SEVEN: The Anatomy of the Intellect

We've learned about the personal boundary—how it leads us to be durable, have an identity, helps us budget resources, and solves problems that come our way which are VAGUE in nature.

Then we've learned about our first inner resource, called decision-making. Mastery of the two ends of the decision-making spectrum—conscience and intuition—lead to a balance of decisiveness called WISDOM. Employing wisdom will lead to more FREEDOM. So now we have both *durability* and *freedom*, the first two requirements to reach Durable Fulfillment.

We need to learn about a THIRD resource, called our intellect. Your intellect is composed of *information or data* that can take many forms—beliefs, values, life history, education and experiences—all of which when working in balance are responsible for our *success*, the third requirement of Durable Fulfillment.

That data or intellect also exists on a SPECTRUM of style for its arrangement, from “organized” data (“logic”)—to “chaotic” or “free-associative” data, or what you might call “creativity”.

I want you to think about something. What if you were interested in reaching a goal, but you found that it isn't so easy—there are all kinds of obstacles and random changes in the environment on your way to that goal outside your boundary. By definition, a goal IS outside of your boundary, and outside your absolute *control*. It is something you TRY for.

Well, if you used your mind in only one style, you would find that as soon as the environmental conditions changed, or a new obstacle arose, you would soon suffer *failure* to get to your goal. You might become quite frustrated. This is where running your intellect on a SPECTRUM of function pays off! You can tweak your intellectual function as if on a stereo graphic equalizer knob—to MATCH the demands of that ever-changing environment. So let's look at that very spectrum of your intellect.

One end of the spectrum is organized, logical, and history-based arrangement of data that you might call “*Left-brained*”. It is as if you have a “data tank” inside your boundary, marked “Left-brain”. The KIND of data that “fills” your Left-brain tank, Mind OS™ calls, “*education*”, or “book smarts”. Education involves orderly data, like you find in a dayminder, a computer hard drive, or in formal school classes on a subject.

The other end of the spectrum is flexible, chaotic, disorganized, free-associative or creative data that you might call “*Right-brained*”. The KIND of data that “fills” your Right-brain, Mind OS™ calls, “*experience*”, or “street smarts”. This is the kind of data that you can only acquire through LIVING through something and EXPLORING with your five senses, to ABSORB the random data. It is like “being a high school quarterback”, or like “travelling to Europe”, or like “being an entrepreneur”—things that don't have an organized practicality at first glance, but which months or years later can be “mined” for useful solutions as they spring up in life.

If you find a balance of filling both your Left-brain with education and your Right-brain with experience in exactly equal amounts, that is called the state of *intelligence*, or at perfection, the state of *genius*.

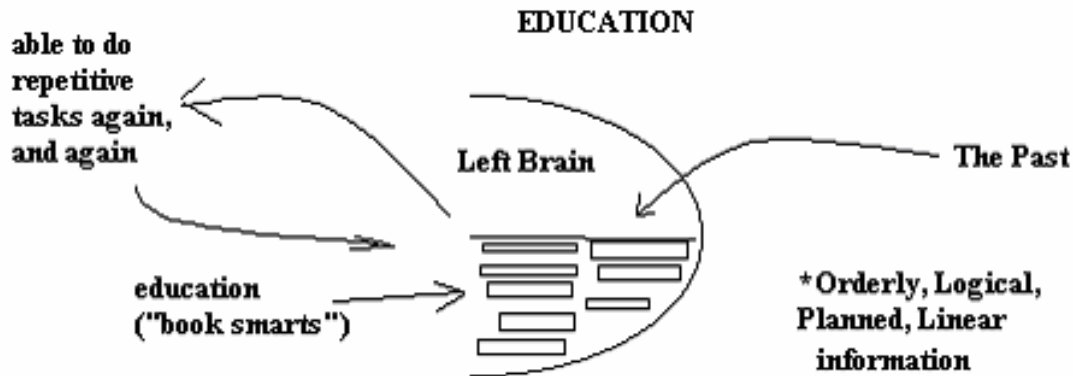
Trying to come close to the intelligence of genius makes you exponentially more capable of *success*, the third requirement of Durable Fulfillment. Why? You see, as we strive for goals, there will be obstacles to our goals—we NEVER reach them by the original way we THOUGHT we were going to.

As we go about these attempts at success—and at avoiding failure—we also spend a unique and limited currency, called *time*. Well, when we master the two ends of the spectrum of our intellect, we can master any challenge to success, any obstacle between us and our goal, AND we maximize our use of time. We become efficient by cultivating a BALANCE of education and experience, “book smarts” and “street smarts”.

If you have ever heard the story “that Einstein used ninety percent of his brain while the rest of us only use about ten percent”, there IS something to that. In Mind OS™, the Left-brain is something like your computer’s hard drive. It stores information row-on-row, and logically, in an orderly, history-based way. But your Right-brain has a style of information storage and retrieval that is more “web-like”, much like a computer’s portal to the internet. So imagine the difference in information power and amount between your “hard drive” and the “internet”. The internet is much BIGGER, and so is your Right-brain—it is huge, and responsible for creativity and imagining the future. So most people use only ten percent of their Right-brain’s power. Einstein used ninety percent of it.

If you didn’t have any organization ability via the Left-brain though, you’d always be confused and couldn’t use that creative power in an organized way. That’s why intelligence and genius are an equal balance of Left-brain and Right-brained power. One other prominent example of a man who could do this was Leonardo DaVinci.

Education: “book smarts”



Let's start our mastery of the mind by having fun with the Left-brain. Our Left-brain is like an empty “tank” for only a certain kind of information—a logical, history-based, organized kind called EDUCATION, or “book smarts”. When someone seeks *education* and fills their Left-brain “tank” with that type of data, it gets arranged in an orderly way that is very useful for things that you don't want to have to REPEATEDLY RE-LEARN.

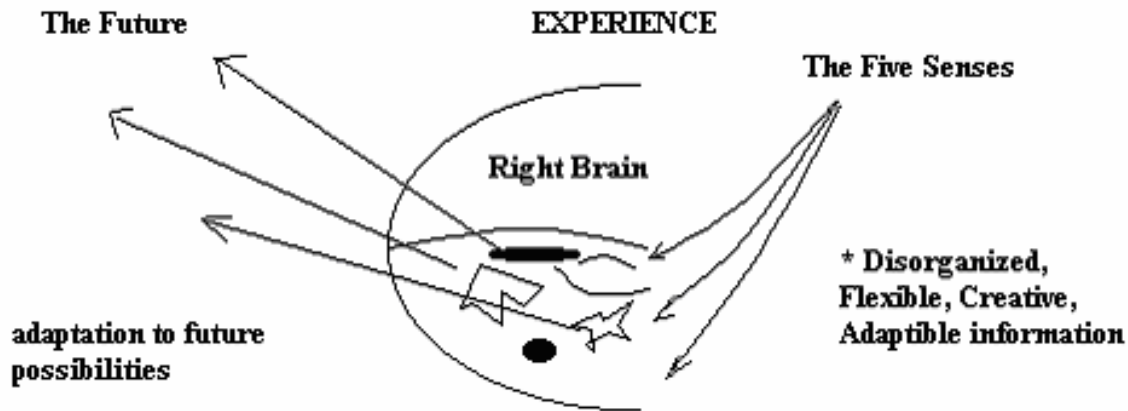
Once you learn how to “balance a checkbook”, you don't have to re-learn how every time you sit down to pay your bills. You know how much money is in the account, you see how much the bills are, and you write down the math. You know what your goal is—a balanced checkbook, and it is done. As such, education helps us be TARGETTED in shooting for our goals, by keeping our sights trained on that goal without having to “re-learn how to balance our checkbook.”

Another example is “driving a car”. Once you learn the EDUCATION, the book learning of how it’s done, you never have to start from scratch again. You MAY become more and more EXPERIENCED a driver over your lifetime—able to drive in snow, rain or the desert, how to avoid a near-collision, and even how to be a stunt-man—but you will never have to RE-LEARN the basics of what a clutch, gearshift, or oil gauge are every time you buckle up.

Education can’t be compromised on, no matter how crafty, or sly, or experienced you are. Have you ever known an amazingly clever salesman, slippery as a snake? But he never seemed to amount to much success? He started his own business but never showed up on time, and often forgot what exactly his goals were for the company? He ended up “just getting by”, and all that great sales skill really never got a chance to be used, because he lacked the ORGANIZATION that formal education brings to your attempts at goals.

This salesman *failed* to learn the sense of *history* that our Left-brain creates for us—and so he is doomed to repeat that same history of failure. Observing Ego lets us examine history from the present moment, and LEARN how to stay on target. The salesman above has had an educational failure, because he didn’t do the educational organization to stay on target to his goal.

Experience: “street smarts”



Our Right-brain is like an empty “tank” for only another kind of information—a FLEXIBLE, future-based, free-associative, predictive kind, called EXPERIENCE or “street smarts”.

When someone seeks *experience* and fills their Right-brain “tank” with that type of data, it gets arranged in a flexible, creative way that is very useful for maneuvering around obstacles in the way to your goal. One single experience may be useful for thousands of future, not-yet-encountered uses or dilemmas in the future.

Think of the case of the “experience” of being a high school quarterback. This person will have filled his Right-brain tank with all kinds of data that on the surface does not seem to logically connect to each other—what does barking numbers REALLY have to do with throwing a ball? And what does THAT have to do with keeping the respect of other players? Seemingly unrelated, but through a set of associations, it DOES all connect to the word, “leadership”.

So in the *future*, that former high school quarterback might find that the *experience* of having football training is useful for flexing around problems that demand leadership—such as running a company, being a father, leading men in the military, or running for political office. You may have asked yourself why a politician speaks of having been a quarterback—what does that have to do with anything? It means a lot! Experience makes the man flexible with unforeseen *future* obstacles to your shared goals, and gives him an accurate sense of future *possibilities* for his constituency.

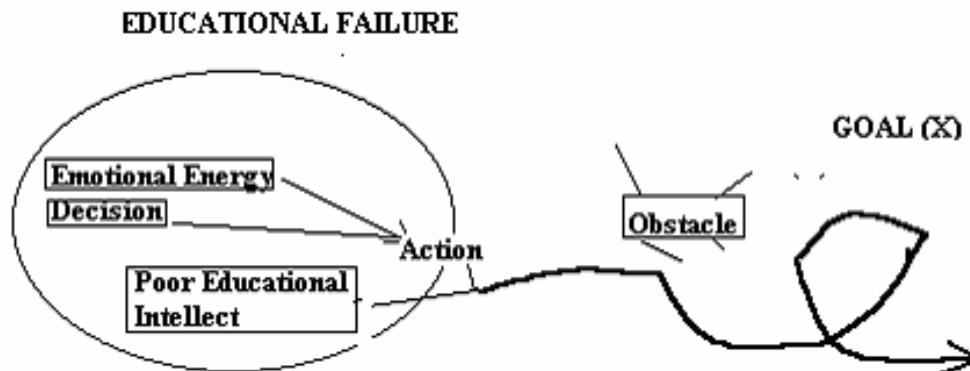
As such, experience helps us be FLEXIBLE in shooting for our goals, by helping us see there are many routes to take in getting to a goal.

Have you ever known a guy who just “butts heads” with his problems? The term “beat your head against a wall” ring a bell? I know so many writers who go unpublished because they just follow some routine over and over—trying for an agent in the same old ways, finish the manuscript, get it rejected, lose the agent, and start over again, grumbling.

And yet I know once-frustrated writers who found new paths to success in publishing by first self-publishing (the Chicken Soup for the Soul guys), or delivered a pizza to a radio station, got on the air that same night, promoted their book, and got the publicity and attention of a major publishing house—all by willingness to use experiences in a new application.

The former kind of author does not have enough experience to venture into NEW applications of what he knows to solve the problem’s obstacles, and he is having a creative *failure*.

Educational Failure to reach a goal



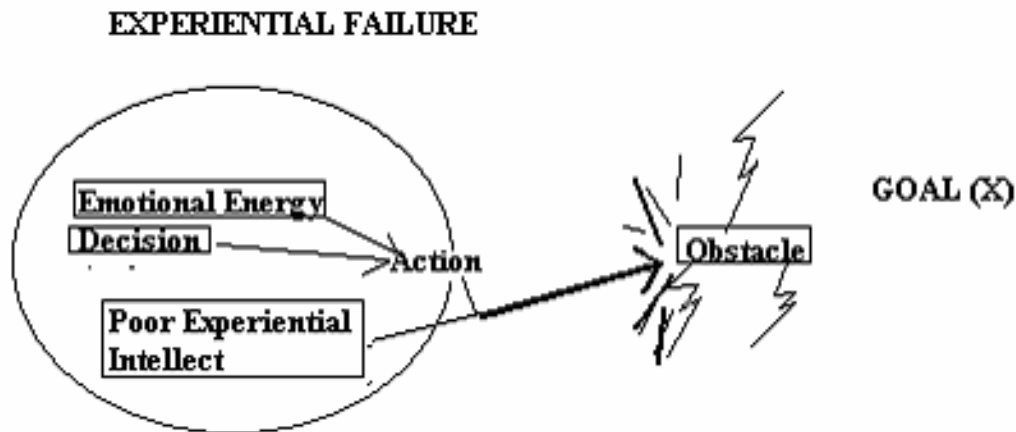
When we have failed to fill up our Left-brain “tank” with enough logical, orderly education, we can tend to miss shooting for a goal by GETTING LOST on the way. This is like the salesman-entrepreneur who never sets business targets or goes to his office to do real work. Remember, education in our logical, orderly, history-based “tank” is what KEEPS OUR SIGHTS on a goal.

This kind of failure is caused by thinking ONLY “outside the box”, and never sitting down to do the real work and discipline of making those great ideas PRACTICAL. A person too imbalance in this overly Right-brained thinking will tend to say they “feel lost”, or are not sure what went wrong with their goal.

When the environment demands a high flexibility around chaos, people who are overly Right-brained do well. They often do creative jobs that aren’t structured, like being an artist, or unstructured jobs that aren’t creative, like being a waiter or waitress. Sometimes in extreme, these folks are even diagnosed with Attention Deficit Disorder.

Medicines may be required to help a formal diagnosis like that, but for the rest of us who aren’t fully diagnosable, yet have these tendencies, we need more Left-brain.

Experiential Failure to reach a goal



When we have failed to fill up our Right-brain data “tank” with enough experience, we can find that as we try for goals, we keep crashing into obstacles, like “beating our heads against a wall”, or the Einstein definition of insanity—”doing things repeatedly the same way and expecting different results”.

This is like the writer who tries to market his material repeatedly the same old way, finding that no amount of repetition of what DOESN’T work can lead to success. Frustration ensues. This guy might tell you things like “why does this always happen to ME?” He might say that “things never go my way.” And that is because “things” are RANDOM in the environment that we have no control over.

In extreme, these people might be said to be “obsessive”, or even have Obsessive-Compulsive Disorder, a condition that often benefits from a medicine. But for the rest of us without a specific diagnosis who DO have this kind of overly Left-brained style of intellect, we need to have more *experiences* which make us flexible around that randomness in the environment.

Remember that the creative, flexible, free-associative data stored in our Right-brain “tank” is what allows us flexibility to get around obstacles by remembering “there are a thousand ways to skin a cat”, many routes to take to a goal.

Success Revisited

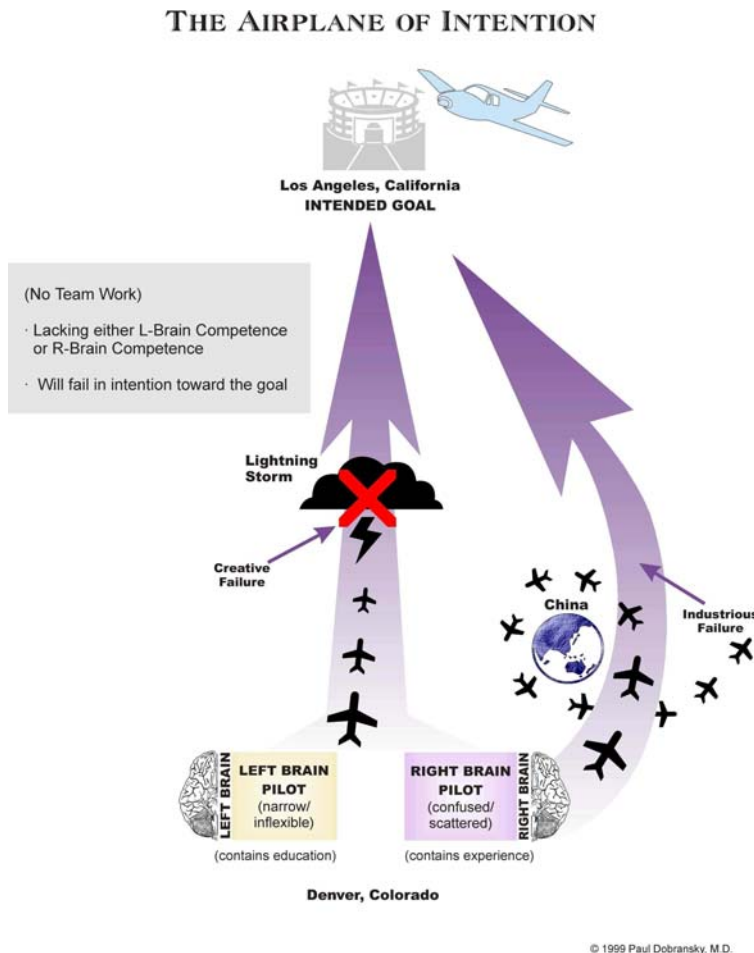
What if success in reaching goals is much like “flying an airplane”, reaching out from inside your boundary to brave the uncontrollable environment? On getting a “foothold” on a goal, you grow the size of your boundary to reach success, thus getting new control over the environment physically and psychologically in a way you didn’t have control before.

Flying this “airplane to success” need not be so complex. Once I was discussing a screenplay with my illogical, disorderly, but creative screenwriting partner. He suggested that our impasse in getting work done was because I was no fun, not willing to venture into distraction.

We realized that getting our goal of a screenplay sale was much like flying a plane from Denver to L. A. If I, as a Left-brained-dominant person had the controls, I would tend to “beat our heads against a wall”, obsessively pushing through trouble by being so “goal-oriented”. But if I let him man the controls, he would “get us lost”.

He said it was like he just wanted to check out Mexico on the way to L.A.—to have a little “fun” in our creative endeavor. Yet, I said if he were at the controls he would fly us to China and we’d forget all about L.A., which was our original goal!

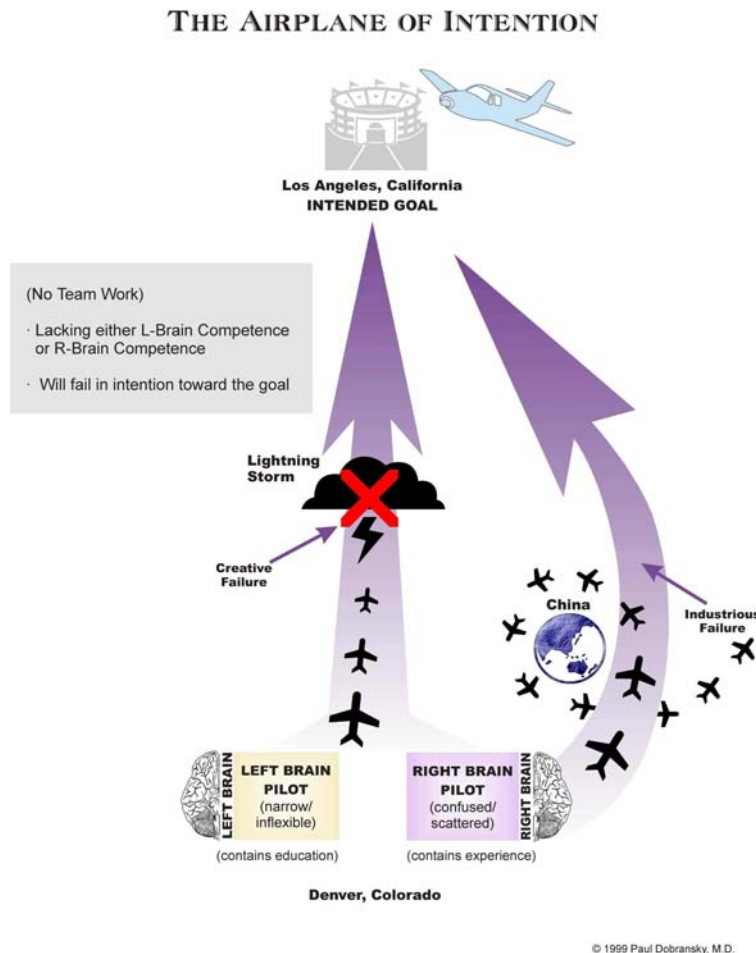
Right-brain as Co-pilot



Notice only on the right, where—if I left my friend to fly the plane—how he would tend to get us lost with too much Right-brained flexibility in getting to a goal, and not enough logical, orderly, Left-brained work of education.

We would have “fun” and end up in China, completely forgetting the original goal of L.A. that we targeted. This would be an “EDUCATIONAL FAILURE”.

Left-brain as Co-pilot

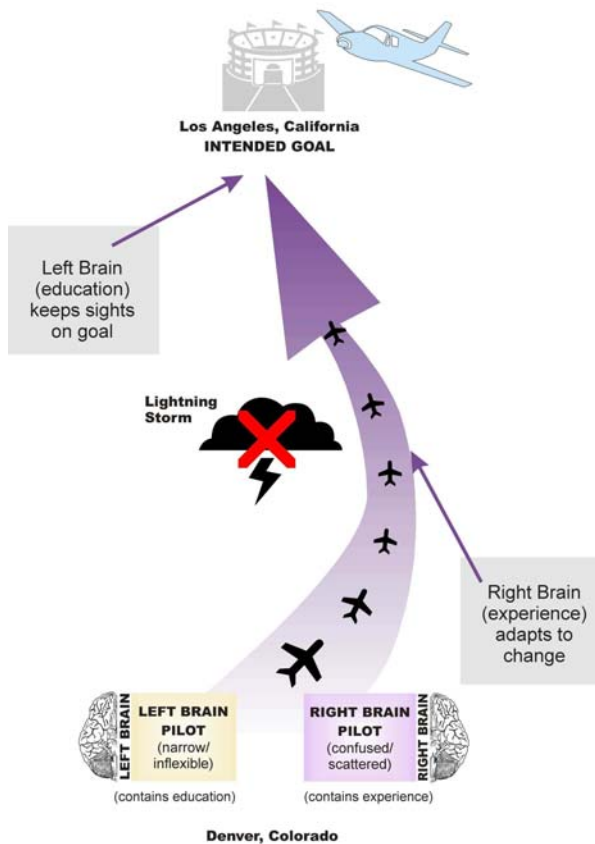


But also notice on the left, that if I were to be the lone pilot of the plane—being a Left-brained person with lots of education and not as much experience—I would tend to fly us right through lightning storms, getting us into troublesome obstacles without enough Right-brained flexibility to fly AROUND them.

Like “beating your head against a wall”, this would then be an “EXPERIENTIAL FAILURE”. We were not seeing that there are many ways to get to a goal other than the reality I had “locked in” to my mind and plan for us.

Use Your WHOLE Brain

THE AIRPLANE OF INTENTION



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Luckily, we all have BOTH a Left-brain “tank” to store *education*, and a Right-brain “tank” to store *experience* in. Using them, we can BOTH “keep our eyes on the prize” using education, AND flex around problems using our experience.

To do so may require personal growth and work on our intellect however. And you have to spend the currency of TIME if you want to grow new intellectual skill.

I needed to practice getting more experiences that are creative, disorganized and relaxed, to “see the forest for the trees”, and my friend had to learn to do real work or organizing, using time wisely and getting more “book smarts” or education about screenwriting’s and marketing’s technical side. Growing education or experience costs you TIME and effort to do.

Intellectual Narcissism

So we worked on organization and education for him, and flexibility and marketing experience for me. Did my writing friend and I solve our “writing problem”? NO. We ran into a special problem that the intellect can contain: INTELLECTUAL NARCISSISM.

Your Left-brain which stores education can be used narcissistically (destructively, WIN/LOSE) in an immature imagining that for me to be “right”, you have to be “wrong”. I was using JUDGEMENTALISM, or PREJUDICE toward my friend, labeling him a “slacker”, or a “dreamer” who doesn’t do real work with discipline.

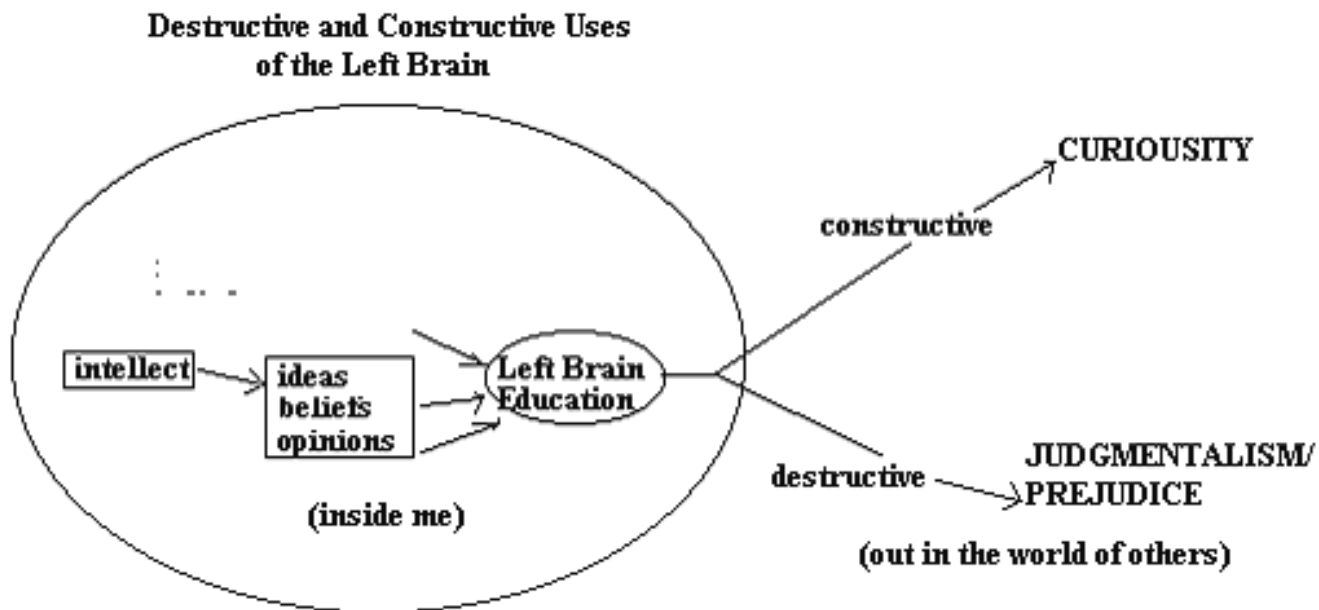
Your Right-brain which stores experience can be used narcissistically (destructively, WIN/LOSE) in an immature imagining that one’s personal vision of reality is a universal standard, to produce IGNORANCE. My friend was being *ignorant* of my own personal knowledge and experience, and discounted me as being too “stiff” and “inflexible” to see that his “big picture view” was “right”. Once again, with your intellect, being narcissistic means that for you to be “right”, someone else has to be “wrong”.

Remember *narcissism*? It is that force of childishness and immaturity that causes us to act in a win/lose way, to see the world as a place of *scarcity*. Think about what it would be like if you and a friend worked for the same company and had the same skills. She gets promoted and you don't. If you are destructive and narcissistic therefore, you would see her in a negative light, and secretly wish she would fail. You see the world as a place of scarcity, that there aren't enough jobs to go around. And the fact that she WON a better job must mean that you LOSE.

If instead you were not narcissistic—but simply had a healthy pride—you see the world as a place of abundance and operate in a win/win way. Then you would truly be happy for her promotion because you see that if she did it, then YOU can too. Maybe you would have to apply with another company, but there is more than enough goodness to go around in the great big world out there. You are able to see both of your views as being or having a “right” to exist, even if they differ. But a childishly judgmental, prejudicial, or ignorant person sees only themselves as “right”. To be “right” with their intellect, they think that those differing from them must be “wrong”. Those outside their boundary are all “wrong”.

As you now know, the only way this can happen is by “being in denial”, through a boundary hole. You are being ignorant or judgmental, and gazing out a hole in your boundary to PROJECT those very same character traits onto others. You end up calling everyone else ignorant or judgmental when it is really YOU who is being those things. If instead, multiple people could be simultaneously “right”, you'd find that the closest facsimile of “absolute truth” is the exact AVERAGE of every opinion in the world. None of us are absolutely “right” alone, but we're all “right” together.

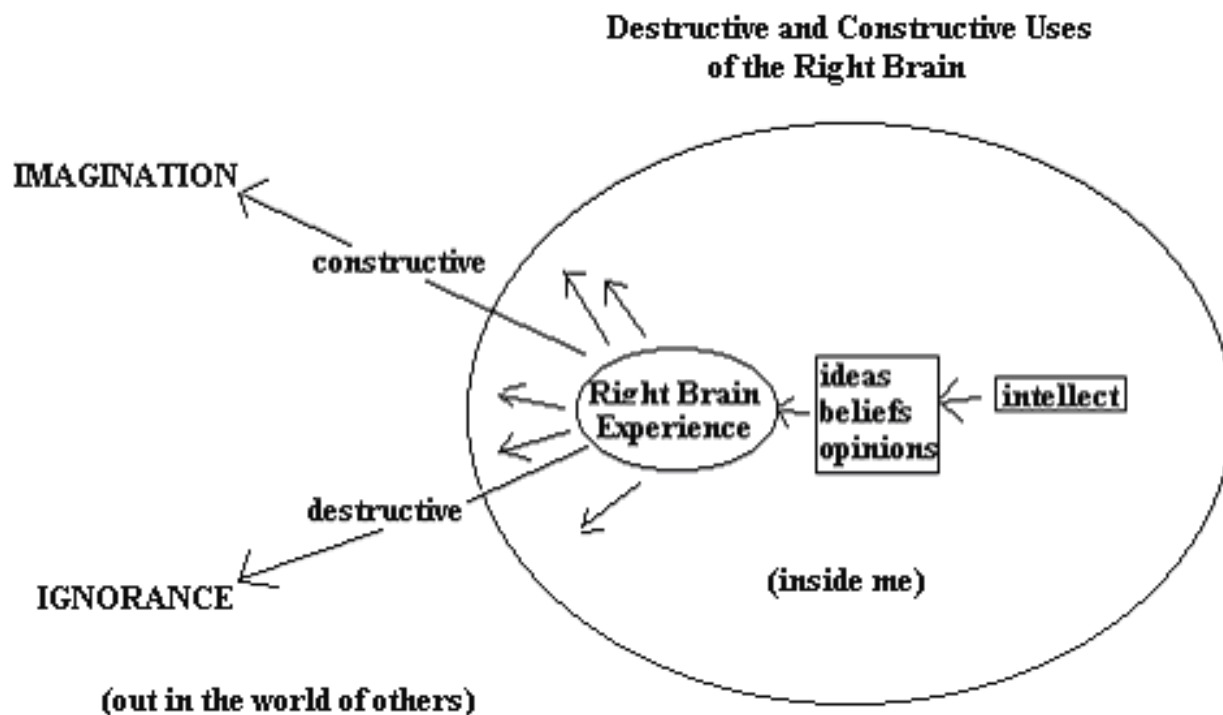
Left-brained Intellectual Narcissism



I'm sure you know some people who are on the "judgmental" side, quick to come to conclusions that they then LOCK in their Left-brain, not open to further discussion. But I'm also sure you know some outright prejudicial people or seen them in the media. Judgmentalism and prejudice are low in character, and childish, destructive, WIN/LOSE ways to use your intellect. If you are a typical human, you have had some of these thoughts or communications to others. It's okay, but you'll need to change this childish style if you want to be successful in life—John Nash's Game Theory PROVES that mathematically.

Fixing this problem of character takes doing the constructive instead of the destructive thing with your Left-Brain. The answer is *curiosity*. With CURIOSITY, you can be as logical and orderly as you like, but need to remember to be open to new facts or information that come from the education of others. CURIOSITY is a more WIN/WIN way to use your Left-brain's intellect where everyone's education is "right" and a value.

Right-brained Intellectual Narcissism



I'm also sure you know some other people who are IGNORANT, oblivious to the well-earned *experience* of OTHERS. None of us has a monopoly on the Right-brain—we all have one! These people aren't open to the opinions or creativity of others, and force their vision of reality on others instead. This is also a low-in-character, childish, destructive, and win/lose way to use your intellect. Yet if you are human, you have had some of these thoughts or communications that others see as ignorant too.

Did you ever know a person who thinks they're always right, and that they can even read other peoples' minds? I do, and he's a sorry guy without any friends. He collected tons of evidence that he's right and could read other peoples' minds because he subconsciously was always jerking them into doing the negative things he'd always EXPECT them to. This is called "enactment", and ignorant people with "holes" do it.

Fixing THIS problem of character takes doing the constructive instead of the destructive use of your Right-Brain. The answer is COLLABORATIVE IMAGINATION that respects the boundary of others and doesn't ASSUME that we can possibly know what they are thinking in their private "data tanks."

With *imagination*, you can be as creative and visionary as you like, but need to remember to be open to new opinions or information that come from the experience of others. Collaborative imagination is a more WIN/WIN way to use your Right-brain's intellect.

If you were going to work on a creative goal, or run a company, it is important to "mine" the Right-brains of all your staff or partners, NOT excluding their creativity or experience. To do that is like using the internet to explore only ONE site rather than being able to use the WHOLE internet—very foolish, and very narcissistically *ignorant*.

To be creatively collaborative, you need to see that we are ALL "right" in our creative ideas that flow from experience.

So now you have a working mechanism for solving the part of life's problems called *failure*. If you analyze a problem and separate out all the VAGUE stuff, you work on the boundary for that—patch your "holes", tear down your "walls", and make "doors" instead. Separate out anything that feels like being trapped or controlled—that is decision-making stuff, and then separate out the emotional part of the problem. Look only at the part of the problem that is an emotionless, unmet goal. Now you apply your intellect to it.

As you try for goals and run into problem obstacles on the way, do you feel more LOST? If so, you are having an educational failure and need to fill up your Left-brain with more education or “book smarts”. This will get you more “on target” to your goal.

If you feel more like you are “beating your head against a wall” and that you feel “why does this always happen to me?” then you are having a creative failure and need to fill up your Right-brain tank with more experience, or “street smarts”. Go on a travel trip, a creative performance, take acting or comedy class, and shake up your creative powers with new experiences. At first, these will not seem to relate to the problem goal, and they won’t! However, the nature of your Right-brain is to find creative future connections to things that didn’t exist before—to “go where no man has gone before” as a SOLUTION to an obstacle.

“Fly your plane” to goals using BOTH copilots in you, and through that education and experience you will have more efficient *success*, the third requirement of Durable Fulfillment. This will save you that only currency of life that we can’t create more of—*time*.

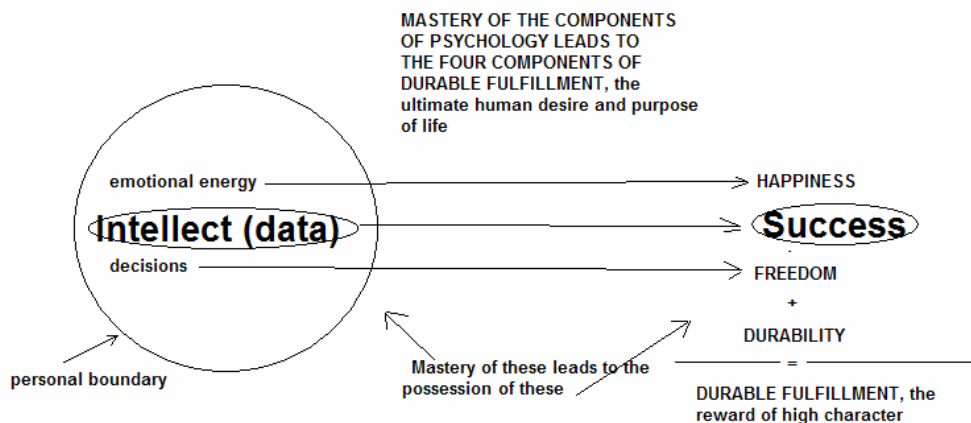
Other Uses of Your Intellect

- When intellect is combined with boundary function it is called TIME MANAGEMENT.
- When intellect is combined with emotional energy, it is called COMMUNICATION.
- BELIEFS—the “building blocks” of your “reality” which feed information to your INTENTION—a combination of emotion and idea—making then different from just any old idea—they tether the idea in you, hard to break. In this sense, beliefs are a kind of communication you make to yourself.

One of the things we are going to learn about Mind OS™ is that each of the four “building blocks” of psychology can be combined with themselves and with Observing Ego to examine EVERY OTHER HUMAN SKILL OR FUNCTION. We will learn what composes such things as “politics”, “faith”, “charisma”, “power”, “purpose” or “intention” and others. Our intellect as one of the core four building blocks of character is no different.

To begin this kind of “assembly” of the parts of us, we will look in Chapter Eleven at how intellect is a part of *time management*, *communication*, and also can take the form of those units of our personal reality called *beliefs*. There will be many more to come, but we will start with these three.

Now you have learned to master your **SECOND Inner Resource: Intellect, which leads to Success**



- In mastering INTELLECT, you also become a master of the use of TIME, since time is the “currency of the intellect”.
- In mastering INTELLECT, you also master SUCCESS, because you need both TIME as well as IDEAS arranged efficiently, logically, and flexibly in order to get to a GOAL. Efficient use of time leads to success since it costs less time to get there.

- As an added benefit of mastering the ideas of the INTELLECT, you also have an opportunity to change your very view of the REALITY of your life, through designing your BELIEF system to be more composed of positive energy and ideas.
- This may be in inferred correlation in the *Declaration of Independence*, where it is stated that we have an inalienable right to “life”. Not just the right to breathe, but to “really live” in the kind of reality we desire.
- INTELLECT is like the “data” on your computer and in its connection to the internet. As you now see, there can be a great sophistication to how you use data and time. Notice how the more efficient a computer is with its memory use and data manipulation techniques, the FASTER it is, and more successful at solving problems or tasks you give it.
- We’ve also learned that INTELLECT can combine with other “core building blocks” of psychology, to make other skills such as Communication.
- Time to learn now about your THIRD and last Inner Resource.

CHAPTER EIGHT: The Anatomy of Emotional Energy

This is the good stuff. The **FOURTH** and **LAST RESOURCE** needed in order to get **DURABLE FULFILLMENT**. This is what everybody wants to talk about, and yet one of the least understandable things to talk about. I mean, what exactly is our “energy”? What is self-esteem? What does it mean to be “burnt out”, “pooped”, or “empty”. Empty of what? Well we **CAN** know exactly what all these terms mean—and in a practical way. It’s just that understanding energy **CANNOT** be done without diagrams to explain this invisible stuff—and certainly we needed to understand the other resources first.

Without all the other great things we learned, how could we possibly use our “energy” wisely? We’d spend it in **BAD** decisions. We’d waste it in unintelligent ways, or places where it does **NOTHING** toward our goals. We’d have a leaky boundary to hold it, and we’d **SUFFER** it away through our boundary holes—a “leaky” tank of gas. We’d not use it wisely to get to our goals, and fritter it away. Without mastery of our personal boundary, decisions, and intellect, all the great energy in the world is all for naught. You see, emotional energy is the “fuel” for your “airplane of success”.

Emotional energy in us can take a positive or negative form. The positive form is called “self-esteem” (**HAPPINESS**), and the negative form is called “displeasure”, which is a combination of either anger, anxiety, or **BOTH**.

It's all about energy, and physics definitely applies here. You see, just as an automobile is an energy system in a structured form, and a computer is an energy system in a structured form, we humans are an energy system in a structured form too. Physics applies to us the way it applies to everything else. Our intellect is the very thing that **GIVES** our emotional energy some structure and practicality—to “harness” that energy. Physics is what governs the behavior of a structured system of energy, so let's look at some ways that physics explains this.

Energy takes positively-charged and negatively charged forms that cancel each other out in some cases, like “matter versus antimatter collisions” that occur in particle accelerators. Yet energy also can exist in “Potential energy” form, like a cash savings in a savings account, or in “Kinetic energy” form, like cash put into motion, and spent. Just like money, energy can be transformed from one form to another.

Which brings up the 1st Law of Thermodynamics from physics. This law was discovered by Isaac Newton, and states that “energy can neither be created nor destroyed.” In other words, when working with energy, the most we can do with it is to **DIRECT** it, **CHANNEL** it, or **TRANSFORM** it. We can't make it just evaporate or pretend it isn't there. If you've ever harbored anger inside for awhile, you know it doesn't just “evaporate”—not until you **DO** something with it.

Have you ever known a person who claimed they are “not an angry person”, and says, “I never get angry”? Well, they are **WRONG**. Anger is a negative emotional energy, and when it is **IN** you, it **DOESN'T** “just go away”. It stores up in the form of *depression*, gets transferred or “dumped” on others, or else can be converted into something useful. But it **NEVER** just “goes away”.

We'll learn much more about this specific aspect of anger later, but for now just know that we are required to obey the 1st Law of Thermodynamics the same as a car, a train, or a computer has to. They run on energy, and so do WE.

Our BODIES run on chemical energy first off. We eat food, and our digestive system “mines” that food for chemical energy, transforming it into stored units that can be neatly saved in us just like energy is “stored” in a battery. Then whenever we move our muscles, those muscles “tap” into that energy in order to run.

Well our minds—our psychology—work on energy too: a kind of chemical energy that once existed in the food, but now is used for powering our emotional outbursts, our actions, and even our thinking processes. It is not much different from how all the calculations a computer makes are powered by electricity. Have you ever studied in an “all-nighter” for a test at school? How do you feel? Drained of energy, even though you weren't doing actual physical exercise.

This “chemical” energy can actually be labeled, analyzed and understood to be in the form of EMOTIONAL ENERGY when we are talking about psychology.

I have helped thousands of depressed and anxious people, and I must say that when they are in the worst possible state, you can really FEEL the lack of two certain kinds of energy in them. This thing we call self-esteem is nothing more than the two gauges on the panel of your car—the “gas and oil gauge”. When the person tells me they are “depressed”, they always simultaneously are low on “gas”, the kinetic energy that “gets things done” in life. When they say they are “anxious”, they are “low on oil”, the potential energy that “cools” a system.

Well, another way of illustrating this concept is that one's overall self-esteem always has two parts to it, just as a car operates on two kinds of petroleum—gas and oil. Self-esteem is broken into “well-being”—a nurturing, cooling kind of potential energy—and “confidence”—an action-prone, fiery kind of kinetic energy.

We need both kinds of positive emotional energy or self-esteem in order to “run” ourselves happily. Just as a car that “runs hot” with too much gasoline and low on oil, a person full of confidence but lacking the motherly energy of well-being burns up in an explosion of anxiety. And just as a car that runs sluggish, overfilled with oil, and lacking gas, a person full of well-being but lacking confidence runs “out of gas” soon and doesn't get much action done—a depressed person.

All either person ever needed to do is to make a decision to do things differently, to not act like the Rat or the Hare of our fable. Observing Ego guides us this way—showing us the “fuel gauges” of our emotions, and what level they are teetering at, then striking a balance of emotional energy like the Tortoise of the fable.

The reason I taught you about Observing Ego first, is that without it, you are like a computer programmer without a video monitor. How can you do anything with yourself, or even know what your strengths and weaknesses are? If you could only get “present-minded”, you might start to see the gas and oil gauges of the automobile that is your body.

The Relationship of Positive and Negative Emotional Energy

Did you ever notice that some people seem to “drain” you, while others “energize” you? Drain you of what? Energize you with what? Is this feeling an imaginary thing? NO! Remember just because psychology is invisible does not mean it isn’t REAL. Self-esteem is what has drained you or else filled you.

Think on this. If your boundary has no hole in it, then energy can’t get in or out. If you have a hole or open a door, however, energy can pass freely from the environment to you or from you to the environment. Now... several combinations can happen because physics demand that they do, time and time again:

1. If you have a bigger negative energy IN you than the local positive energy in the environment just outside you, then your negative energy will NEUTRALIZE an equal amount of that good energy out there, and you will have sent the difference as *stress* into the environment. YOU feel better by an equal amount. This is a win/lose energy deal, with you as the WINNER.
2. If you have a bigger positive energy IN you than the local negative energy in the environment just outside you, then your positive energy will NEUTRALIZE an equal amount of that negative energy out there, but YOU will feel *stressed* by an equal amount of the difference. People in the environment feel better by the equal amount. This is also a win/lose energy deal, with you as the LOSER.
3. If you have negative energy and so does the environment, then *conflict* arises, because the negative energy has nowhere to go.
4. If you have positive energy and so does the environment, then your energies can “join forces” in a win/win way.
5. If you have more positive energy than negative energy, then you are at least a little bit *happy*. This is “being in the black” on your gas/oil gauges or financial ledger.
6. But if you have more negative energy than positive energy, then you are at least in a little *displeasure*—either angry or anxious. This is “being in the red” on your gas/oil gauges or financial ledger.

Remember the 1st Law of Thermodynamics—energy is neither created nor destroyed. It just flows from one place to another, or one form to another. All the energies—positive AND negative—need to add up to the same amount in a system, no matter what happens WITHIN that system. Even though some of the positives and negatives in that system cancel each other out.

When someone is hostile toward you, they have “dumped their anger” into you, canceling out some of your well-being in a puff of smoke. When someone whines and moans at you, complains at you or worries at you, they have “dumped” some of their anxiety into you, draining some of your confidence in a puff of smoke.

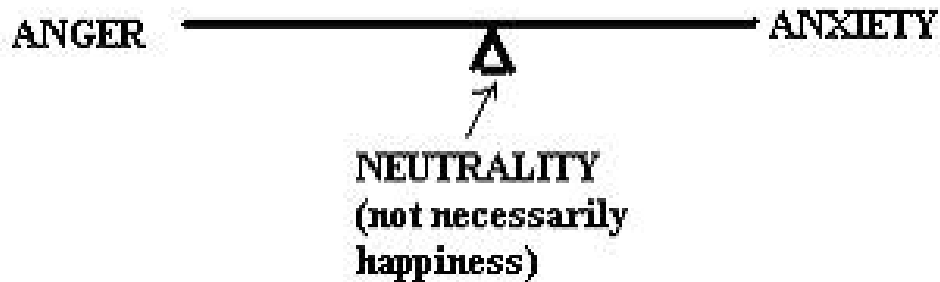
Further, did you ever notice that when you go to a party, there are clusters of people? You will find 100% of the time, that the person at the very center of each cluster is the most POWERFUL person of the cluster—the one with the highest positive energy of self-esteem, and the most mature boundary function that has doors not holes or walls.

Of those clusters, the person at the center of the LARGEST cluster is the most powerful person at the whole PARTY, and the least powerful are the ones at the periphery of the smallest cluster. Try observing this. It is true, every time.

When someone “drains” our positive energy, it is negative energy that is left in the vacuum afterward. These two are like “matter” and “anti-matter” from physics.

Negative emotional energy takes the form of either anger, or anxiety, or BOTH. So when someone drains our self-esteem, we feel a bit more angry, or anxious, or both. Anger is the vacuum left when our well-being is cancelled out, and anxiety is the vacuum left when some of our confidence has been robbed.

The Spectrum of Negative Emotional Energy

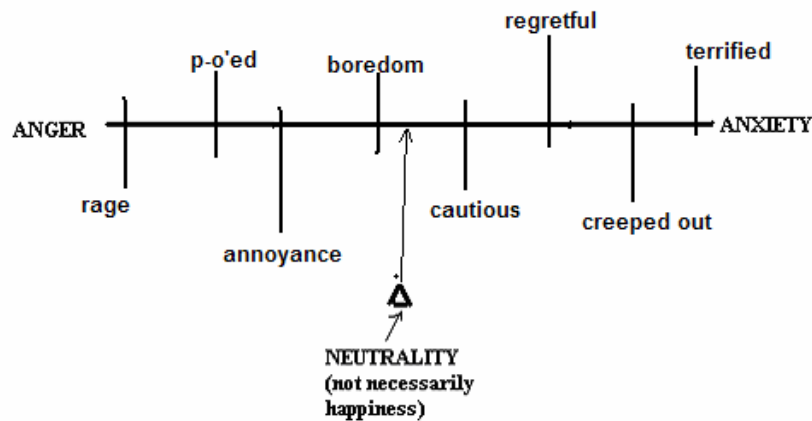


You have NEVER heard of this before, but when you examine it, you'll find it true, every time: anger and anxiety are OPPOSITE emotions.

If you notice what happens when an “angry” bank robber hears police sirens, he RUNS. He is no longer angry, but a bit more anxious. He has had his anger get an injection of anxiety, “neutralizing” the anger.

On the other hand, if you notice what happens when an anxious employee reaches his limit of abuse or threat of layoff, he gets angry and quits. In rare cases, he may even become violent in the workplace. In any case, after a self-injection of anger, he feels more neutral. He is not as anxious anymore.

WHATEVER WORD YOU USE, EVERY UNCOMFORTABLE EMOTION YOU EVER
FEEL EXISTS SOMEWHERE ON THIS SPECTRUM



Notice that EVERY uncomfortable emotion you have ever had is a combination of some percentage of anger and 100-that-percentage of anxiety. In other words, anger and anxiety compose all possible uncomfortable emotions, whatever you choose to call the combination. Just keep out the data on the event or situation—that is INTELLECTUAL. What’s left on an uncomfortable situation is simply some anger and some anxiety.

For example, if you feel what it is like to have “annoyance”, there is quite a bit of anger to that word, and less of a degree of anxiety. If you feel what it is like to be “regretful”, there is quite a degree of anxiety to THAT word, but also some anger in it too. The word “terrified” is almost ALL anxiety and the word “rage” is almost ALL anger.

Notice that the closer you are to the center of the spectrum, the closer you are to “neutrality”, or NO EMOTION. This is not positive or negative—it is just neutral. Boredom is pretty emotionally neutral, but still an emotion just a little more angry than anxious—the two are almost in balance.

If you are bored, you might be a bit angry about that, but also a lesser degree anxious, such that “maybe I should be doing something with my time”. And “cautious” is a pretty neutral word too, but still an emotion. It is a little bit more anxious than angry, though you might be angry that you would have to BE cautious, you see.

All bad emotions are simply mixtures of both anger and anxiety. What this means is that if you want to MASTER ANY NEGATIVE EMOTION you ever feel, all you need to know is how to MASTER anger and anxiety, the two ends of the spectrum of negative emotion!

Why work in spectra?

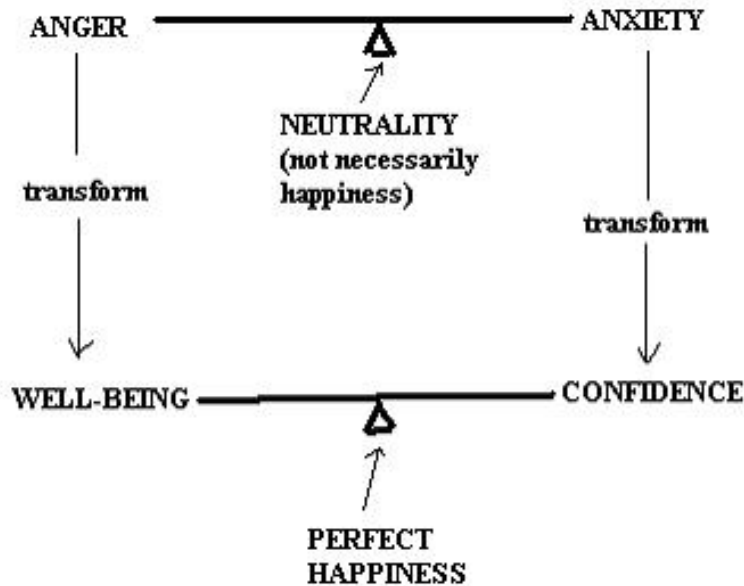
All human states of being are not possible to label and put in little boxes. Human behavior is always on a SPECTRUM. In the morning we may be angry and in the evening be anxious. We may be organized in the morning and creative at night.

We are always more of “one thing”, or more of its “opposite”. So I ask you: what is contained between the two ends of any spectrum of something? EVERYTHING! Every possible condition of a thing is contained in a spectrum of the parts of the thing.

For example, all visible colors—mauve, ochre, periwinkle, as well as purple, green and other standard colors—are contained WITHIN the two ends of the rainbow, from RED to VIOLET. What’s more, they “contain” each other—green is made of blue and yellow, and orange is made of yellow and red. Well all visible “colors” of psychology appear in between anger and anxiety, well-being and confidence, education and experience, conscience and intuition, destructiveness and constructiveness, and between boundary holes and boundary doors. All we are is between those extremes. It’s easy.

But even while we can change our energy state on the spectrum, the total energy never goes away—it can only be blended with other energies, or transformed. What remains is simply to learn to turn negative energy into the positive.

Positive Emotional Energy



So what do we do with our negative emotional energy once it has broken into our personal boundary? We must learn to TRANSFORM that energy into a positive form of emotional energy.

The two ends of the spectrum of self-esteem's positive energy are called *well-being* and *confidence*. The balance point of having both of these two kinds of self-esteem is called *bliss*.

Positive emotional energy is the exact same thing as self-esteem. Being full of the two equal parts of self-esteem—well-being and confidence—is the exact same thing as the state called *bliss*. I have never heard of a person who is chronically depressed or anxious having a durably high self-esteem. I have also never heard of a person with durably high self-esteem get very depressed or anxious for very long.

Do you see what this means? Self-esteem is the ultimate antidote to nonbiological depression and anxiety, and we are going to learn EXACTLY how to build that “fuel of life” in a way tailored to YOU.

The Anatomy of Self-Esteem

To review, there are TWO KINDS of self-esteem:

1. WELL-BEING is a “nurturing” energy, feels like “being mothered” or having “one’s needs met”. If you were an auto, this is your OIL, and anger is a “fuel gauge” or signal telling you are low on well-being oil.

2. CONFIDENCE is an “energy of action”, feels like “being fathered” or being quite capable of tolerating risk, loss, or change. If you were an auto, this is your GASOLINE, and anxiety is a “fuel gauge” telling you you’re low on confidence gasoline.

In order to feel perfectly HAPPY, we need EQUAL amounts of both of these self-esteems. Just as a car needs both gas and oil to run properly, humans “run” on energy too—emotional energy. When we are newborns, we don’t have the mature-charactered emotional energies called self-esteem. We have bad moods. But these moods are just signals of being in LACK. Anger at lack of our needs being met, and anxiety at the lack of security we feel. Yet ALL good moods come from guess what? Interaction with important others. Namely our parents.

Originally (and classically), we begin to fill up on the self-esteem energy of others—well-being from our mother, and later, confidence from our father. Sooner or later—often not until we are in our teens—we start learning how to fill some part of ourselves up by our own efforts. Until then, we totally rely on the love of others to give us free praise, free faith in us, or free self-esteem.

But that's a perfect storybook world isn't it? Some fathers are unconfident nurturers, and some mothers are unempathetic tough guys that push us to excel. Still others of us come from single-parent families.

And there's much worse. If you have heard of the infant medical condition called "failure to thrive", you may know that a baby who receives no nurturing at all for the first weeks to months of life, dies. Give them food, give them warm blankets, but if you don't give them the currency of self-esteem called *love*, they still just... die. It was highlighted in the news about Russian orphanages a year or two ago. And those who read the book, *A Child Called 'It'* may envision an even worse newborn period than that of an orphanage—parental abuse. Do babies dying for lack of love convince you that emotional energy between people is REAL? I hope so. The rest of us survive somehow.

So this is how we got to the place most people are emotionally today. No parent could give quite the exact amounts of the right type of love at the right time that we needed it. Well, not for most of us. And yet somehow, people DO survive and grow emotionally. We get love, get filled with self-esteem here and there from unusual sources—maybe a teacher who gave to us years after we left the class, or a street gang that was the only authority willing to spend energy on us, or even just the energy we pulled from heroes of ours that we never even got to meet.

We try to find our own ideal balance of love. Actually, we have no choice but to. Self-esteem may have different colors, different amounts of motherly well-being and fatherly confidence to it, but to have true happiness, we absolutely need both kinds just as a car needs oil AND gas.

Have you ever seen a very satisfied person, with all their needs met? Full of well-being? Are they absolutely happy if they are not confident? No. They are like Richie Rich, the poor little rich boy—rich on well-being, poor on confidence. Can't get any dates, even with all our riches. This is why wealth does not guarantee happiness. Your needs are met, but you can't protect them. You are an auto with OIL and no GAS.

Have you ever seen a very confident person who also didn't take care of herself or nurture herself? Someone very confident but lacking any caretaking from others—the “fiercely independent” person? Are they absolutely happy? NO! This is why gang members and terrorists are full of confident bravado, but still not happy. I guarantee you Osama Bin Laden is never, ever happy no matter how many people he blows up. These people are like an auto with lots of GAS and no OIL—full of confidence but lacking well-being.

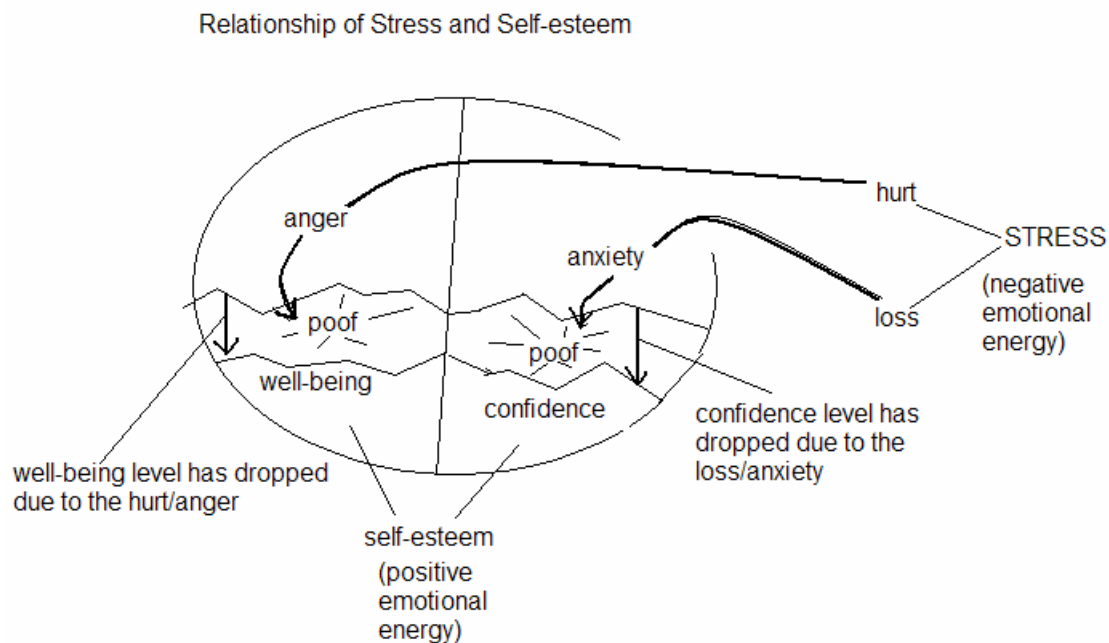
Do you know the origin of the term, “con man”? It comes from “confidence man”, a guy full of confidence who criminally manipulates people. But I don't know any criminals or terrorists who feel very “nurtured”, or “have all their needs met”. Actually I don't know any criminals or terrorists, period. But you get the picture.

We all need both a source of MOTHERING and FATHERING throughout life, even if they have to come from the same person for a time. Sooner or later though, we are not so small, and adults stop supplying us with free self-esteem. We need to learn how to transform energy into forms that we need at the time we need it. We need to learn how to transform stress, anger, and anxiety into self-esteem instead. Remember the 1st Law of Thermodynamics—bad energy cannot be destroyed, but it CAN be channeled and transformed.

The Return of Stress: “What Doesn’t Kill Us Makes Us Stronger”

Remember, just like the positive energy, self-esteem, the negative energy—
STRESS—has two forms:

1. HURT, which if it gets into your boundary, causes ANGER.
2. LOSS, which if it gets into your boundary, causes ANXIETY.



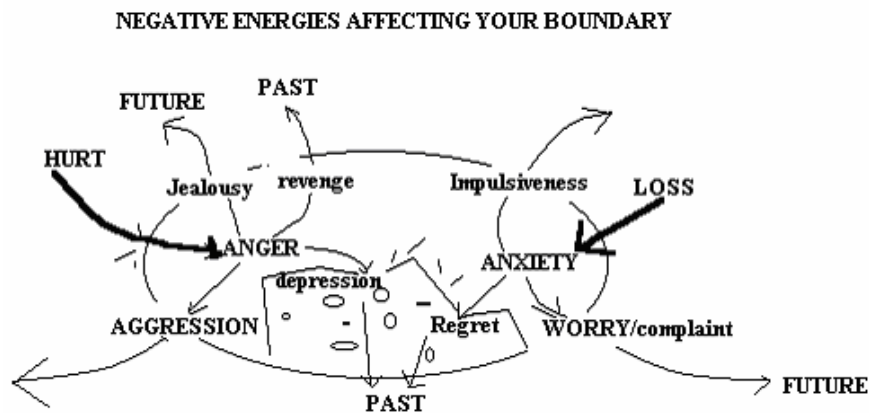
Remember that anger is a signal that you are low on well-being. The reason you are low is that some of your well-being has been evaporated by hurt in a puff of smoke. And anxiety is a signal that you are low on confidence. The reason you are low is that some of your confidence has been evaporated by loss in a puff of smoke.

All stress you have ever been threatened with has been some percent hurt and 100-that percent loss. For example, a large bill in the mail is a loss (of money), an insult is a hurt, and a divorce may have BOTH hurt and loss in its stress.

Throughout this book you will find that old sayings and wisdom have a real scientific basis, as does the law, “What doesn’t kill us makes us stronger.”

Our first line of defense against stress is saying NO to it with the personal boundary in the first place. However, once stress gets in you, it is YOUR problem. The anger and anxiety generated then must be transformed into self-esteem if you are to make good use of this situation. As such, our next diagrams will prove to you visually that “WHAT DOESN’T KILL US MAKES US STRONGER.”

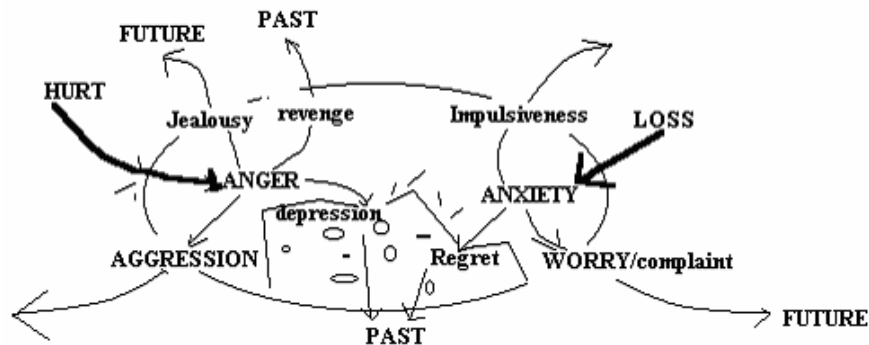
Wishing to Control the Past and Future as forms of Suffering



Suffering is “trying to control the uncontrollable.” When we try to control the past or the future, neither of which we control, that is also SUFFERING. There are ways in which we can suffer using our emotional energy aimed at these time frames that we don’t control:

- If HURT gets into our boundary it is now called ANGER.
- If LOSS gets into our boundary it is now called ANXIETY.
- SUFFERING over the FUTURE with anger is “jealousy”.

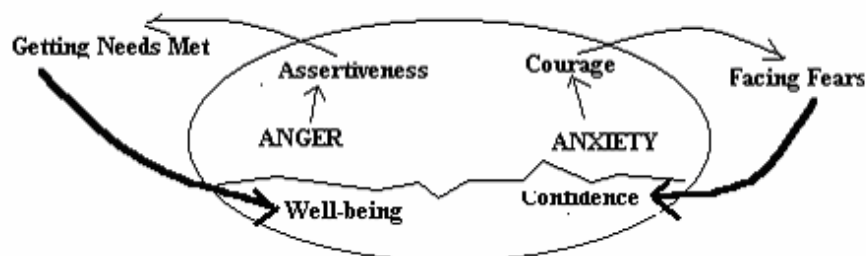
NEGATIVE ENERGIES AFFECTING YOUR BOUNDARY



- SUFFERING over the PAST with anger is “revenge”.
- SUFFERING over the FUTURE with anxiety is “worry” or “complaining.”
- SUFFERING over the PAST with anxiety is “regret.”
- When we are present-minded and therefore self-aware with Observing Ego, we can still elect to SUFFER with anger in the action called AGGRESSION.
- When we are present-minded and therefore self-aware with Observing Ego, we can still elect to SUFFER with anxiety in the action called IMPULSIVENESS.

The Alchemy of the 1st Law of Thermodynamics

POSITIVE ENERGIES AFFECTING YOUR BOUNDARY



We have said that in physics, the 1st Law of Thermodynamics says that “energy can neither be created nor destroyed” (only transformed). So if you look at the last two diagrams you’ll start to understand that ultimately, every word in the diagrams (except for “past” and “future”) is a form of energy. The prime distinction between all these forms of energy is that they are either a positive or negative energy.

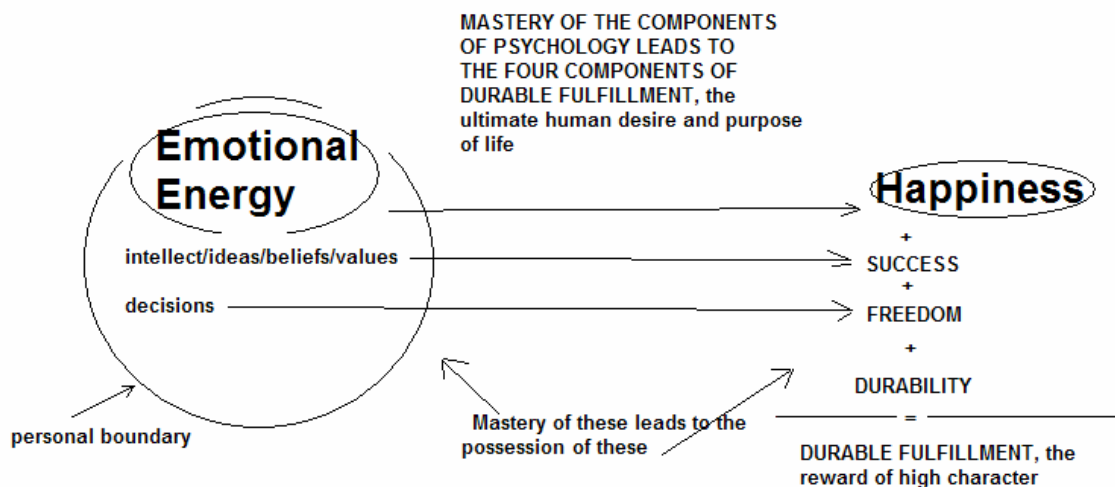
The first diagrams show only negative forms of energy (once again, except for the words “past” and “future”). But the last one shows something different. It shows how the negative forms—anger and anxiety—can be turned alchemically to self-esteem’s positive energy components.

Once we have been stressed by hurt or loss and these have entered our boundary as anger or anxiety, we now are charged with transformation of that bad energy into another form, a POSITIVE FORM. We are about to learn exactly how this happens.

We are about to learn every possible interaction between hurt, anger, violence and depression, and find a “cure” in well-being. We are also about to learn every possible interaction between loss, anxiety, impulsivity and addiction, victim-thinking, worry, hopelessness, helplessness, and regret, and find a “cure” in confidence.

Once we have these two parts—well-being and confidence—we need to balance them. An EQUAL amount of well-being and confidence = BLISS, or high self-esteem.

Now you have come a long way in Mastering the THIRD Inner Resource: Emotion



- Mastering the THIRD INNER RESOURCE of Emotion leads to HAPPINESS.
- Now we need to bring all we know together.

Remember:

- Mastering EVERYTHING happens by MASTERING THE TWO ENDS of its spectrum.
- Emotional “alchemy” is the art of transforming negative emotions to positive ones.
- Time to master ANGER and ANXIETY, and therefore all emotions, through balancing the “alchemy” of Mind OS™’s Anger Map and Anxiety Map.